

# DRAFT REPORT

## LOCAL GOVERNMENT GENDER AND GENDER BASED VIOLENCE ACTION PLAN DEVELOPMENT WORKSHOP MOGODITSHANE 27-29 JULY 2010



Participants during group work at the Gender and Local Government workshop in Mogoditshane

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## Overview

The Gender and Gender Based Violence Action Plan Workshop for Mogoditshane Sub Council took place from 27-29 July 2010 and the purpose of the workshop was to popularise the SADC Protocol on Gender and Development in all the local districts in Botswana and develop local gender and gender based violence action plans that will be rolled out in the 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 15<sup>th</sup> of the gender action plan workshops for councillors scheduled to take place in Botswana in all 16 districts 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.

Welcome remarks were made by Mr. Motlogelwa the Senior Assistant Council secretary. Among other officials present were BALA Project Officer, Hon. Cllr. P.C. Manthe who was a facilitator, BALA Projects Manager Ms. Ludo Matshameko and Gender Links staff members.

## 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 local councils;
- 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 in 2011.

## 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**

The participants were made up of councillors and staff from 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 coordinator Keabonye Ntsabane, the BALA Programme Manager, L. Matshameko, and BALA Project Officer, Hon. Cllr. P.C. Manthe, who were trained by Gender Links in Johannesburg as part of a training of trainers to facilitate the course.

## **Workshop Discussions**

*During the course of the workshop the following discussion ensued:*

### **SADC Protocol on Gender and Development**

Participants have heard about the SADC Gender Protocol in the news but not in detail and some of the councillors said they were not informed even during the drafting stages of the protocol. Some councillors even said that some of the instruments signed internationally by Government of Botswana; they were not aware of.

The participants were taken through the summarised SADC Protocol on Gender and Development articles (pamphlet) and through this exercise, the participants realised that Botswana has not signed the SADC Protocol. Issues in the protocol such as HIV/AIDS, Education and Training, Media and Gender Based Violence are critical of concern in Botswana and are also addressed in the Six Critical areas of concern which were discussed at the Beijing World Conference held in 1995 in Beijing China. A DVD on the Gender Protocol was shown and this gave some in-depth understanding about the protocol and other views of why other governments and Botswana in particular have not signed, and the views of the Attorney Generals of Botswana and Mauritius.

The Gender Links' coordinator informed the participants on the consultative meetings with the Minister of Labour and Home Affairs by the Alliance and Gender Links as an effort to advocate and lobby for signing. The participants were also informed that government of Botswana complains of mandatory language and that since the protocol is a legal binding document and cannot be signed with reservation it is not ready to sign at this point in time.

### **Gender Based Violence**

The participants were divided in groups and given questions to answer as to whether there is gender based violence in Botswana, what types of violence are taking place and shared their views on this. In responding the participants condemned the so called 'passion killings', which are common in Botswana. The facilitator then briefed the participants about other forms of violence such as defilement and incest, which are also practised in Botswana. The GBV exercise was one of the exercises in which participants interacted very actively.

The facilitator then informed the participants that the SADC Protocol calls to half gender based violence by 2015. The participants were further briefed on the 16 Days of Activism on Violence Against Women and Children Campaign and that it is recommended that Gender Based Violence is addressed 365 Days a year. Participants were shown the "At the Coal Face" DVD and given opportunity to interact through discussions. After that a gender and GBV action plan was developed.

## **Decision making positions**

### **Networks**

The councillors were informed on the available networks that deal with Gender and provide counselling services. The following organisations were listed and informed them of the services they provide for example Emang Basadi, WLSA, BOMWA, BOCONGO, Ditshwanelo, Women's Shelter, Women's Against Rape, Life Line, Gender Links, BALA and the Women's Affairs Department. The participants appreciated the network and discussed the different services they provide.

### **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 were briefed on the first Southern Africa local government and gender justice summit and awards that took place in March 2010. The application process and adjudication process for the next annual summit scheduled for 2011 was explained and pamphlets were distributed to all participants. See the attached concept paper attached at **Annex I**.

### **Challenges**

- Some 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 the topics;
- Councillors felt that there is a need to increase workshop days.

### **Outputs**

- Institutional scorecard for Council: *Annex C*
- Gender Action Plan for Council: *Annex D*
- Gender Based Violence action plan for Council: *Annex E*
- Message and slogans for gender based violence (Council): *Annex F*

### **Outcomes**

- A clear strategy for addressing gender issues at the local level, focussed on the specific needs of the council;
- Commitment to implement the 16 Days of Activism plan in this period onwards;
- Sharing of good practices and arousing interest so that Councils could volunteer to participate in the first local government and gender justice summit and awards taking place in 2010.

## **Conclusion**

At the end of the workshop, the councillors agreed that they need to continue learning about gender based violence. They also agreed that they need to take an active role in addressing the issue. The participants also concluded that it is important for the councillors to understand gender issues, as they represent the electorate who are both men and women. 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 the composite workshop evaluation at **Annex H**.

## **Recommendations**

- Council will mainstream gender into their planned wards consultative meetings;
- Information learnt should be disseminated to the electorates at ward consultative meetings;
- The dissemination of information learnt in the workshop should be done at the individual families and departmental levels with family members and colleagues respectively;
- Council will come up with activities on ending GBV;
- Develop a networking strategy with other councils to drive the education further to the people;
- To request the Minister of Labour and Home Affairs to address full councils on why Botswana has not yet signed the protocol and progress made so far in respect to the protocol.

## **Way forward**

- Gender Links will compile the draft plans and send back to the Council Secretary;
- Adoption of the plan by the council and staff;
- Resolutions should be implemented and the specified targets should be met;
- Follow up workshops to be held twice a year.

**Annex A: Workshop programme**



## Annex B: Workshop participants list

### Gender & Local Government workshop Mogoditshane Sub Council Chambers, 27 - 29 July 2010

NAME	Sex M/F	ORGANISATION	PHONE	FAX	E MAIL
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NAME	Sex M/F	ORGANISATION	PHONE	FAX	E MAIL
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J Sebiriki	M	Kweneng District Council	71798676		
O D Mafoko	M	Kweneng District Council	72448287		
B Kontle	M	Kweneng District Council	74280179		
Masego L Pule	F	Kweneng District Council	72131614		
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### **Attendance statistics by gender**

<b>Females</b>	12	29%
<b>Males</b>	25	61%
<b>Unknown</b>	4	10%
<b>TOTAL</b>	<b>41</b>	<b>100%</b>



## Annex D – Gender Action Plan for Mogoditshane Sub Council

FRAMEWORK GENDER ACTION PLAN FOR LOCAL COUNCIL IN BOTSWANA						
STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
<b>I. GOVERNANCE</b>						
<b>Representation</b>						
To increase the representation of women councillors in the next elections to ensure that the SADC target of 50% women in local government is achieved by 2015.	Public commitment to achieving parity between male and female councillors – through mobilisation of women as candidates.	Gender Links, Botswana Caucus for Women in Politics	The percentage of women representation is 23%	We target to increase the percentage to 50%	2014	
	Lobby all political parties to adopt and implement the zebra list system and include these provisions in their manifestos.	Botswana Caucus for women in Politics, Gender Links	<i>What is the % of women in the different political parties?</i> <i>Where they are usually placed on the party list?</i> BDP-41% BCP-0% BNF-0% BMD-0%	<i>What is the target % increase women's representation in political parties?</i>  We target to have an increase of 50%	2014	
	Engage with Traditional Authorities on women's representation in local politics.	House of Chiefs, Government and traditional leaders	<i>Has any such engagement taken place?</i>  There has never been such engagement	<i>What is the target – how many meetings? How will success be measured?</i>  Quarterly meetings and increase of women	2010-2014	
To ensure that women are equally represented in leadership positions in the Council.	Compile and update statistics on women in leadership positions in local government including management and other	The Council.	<i>Do any such statistics exist currently?</i> No there is no such statistics in the council	<i>Sex disaggregated statistics on women in leadership positions in local government.</i>	2012	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	committees. Take measures to ensure equal representation of women in leadership positions in council.	Councillors	<i>What is the % of women in leadership positions in the council, ie. Chairperson/ vice chair of council and on committees?</i> There is 28% women and 72% men in the leadership positions	50% of all leadership positions to be held by women.	2012	
To educate people and raise awareness about the importance of women's equal representation in local councils	Raise awareness in communities on the importance of women being equally represented in local politics and the importance of voting for women.	Political parties, Political candidates	<i>What kind of awareness rising has been or is being done in this regard?</i> Workshops have been held, the media, Gender Links and Bala workshops	<i>What is the target – who to target, how many people, which communities?</i> The target is the local community for the constituency	2012	
	Work with the Ministry of Education to encourage gender balance in their curricula and promote gender equality in schools.	Ministry of Education, Gender and Development sector NGO's	<i>Has any such engagement taken place to date?</i> No there has never been such an engagement taking place before	<i>How will success be measured?</i> Success will be measured through the number of graduates who are gender sensitive	2012	
<b>Participation</b>						
To build the political capacity of women to participate more effectively in decision making	Strengthen the multi party women's caucus (see also GMS)	Women's wings, Political parties	<i>Is there a multi party women's caucus?</i> Yes there is the women caucus in Botswana	Multiparty women's caucus established Conduct training workshops on leadership	2012	
	Engage women's wings in political parties to identify women who have	Women's wings, Political	<i>Do any such grooming programmes exist within political parties?</i>	<i>What is the target – how many women groomed over what period?</i>	2015	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	leadership potential and groom them into leadership positions	parties	No there are no such programs in existence	We intend to have the initiatives to groom women in the political parties, have women interested in the positions trained		
	Network with regional and international women's caucuses	All party women caucus	<i>Has any such networking been done in the past</i>  Yes it has been there before	<i>What is the target? How many networks established?</i>  The target is to have women holding political positions engaged in some more networking forums with the outside countries	2015	
To empower women councillors and officials to articulate what are regarded as "women's issues."	Conduct a skills audit.		<i>Has there been a skills audit? What kinds of skills exist?</i>	Data on the specific skills of councillors.		
	Training needs identified by women councillors eg gender, public speaking and assertiveness.	Political parties, women's wings	<i>What training has already been done?</i>  There is no training that has taken place before	<i>What is the target % increase in level of participation? How will this be measured? Target number of courses attended by councillors?</i>  We target to have women councillors trained and with 2 training workshops per year	2010	
	Council meeting rules should accommodate the use of vernacular so that councillors can use their first language in meetings and interpretation should be provided.	Council staff	<i>What are the current rules in this regard?</i> The council use both languages in the day to day business	<i>What is the target?</i> We intend to continue using both languages to accommodate almost every one in the council	On-going	
	Comprehensive induction	Council	<i>Is there currently an</i>	<i>What is the target? How many</i>	2014	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	programmes for new councillors with follow up refresher courses.		<i>induction programme? How does it target women? Is it gender sensitive?</i>  Yes there is an induction program for councillors	<i>councillors trained? How often?</i> The target is to train councillors frequently. There are 31 councillors trained December 2009.		
To empower men on gender issues and mobilise their support.	Gender training workshops for male and female councillors and officials.	BALA, Gender Links	<i>What training has already been done – how many men participated?</i>  Gender and Local government workshops held for Mogoditshane.	<i>Target number of male councillors and officials who participate in gender training?</i>  The target number is to have an equal number of both males and females trained in the workshop	2014	
	Gender dialogues with male Councillors and officials, including community leadership	BALA, Gender Links, WAD	<i>Have any dialogues with male cllrs been held?</i>  No there has never been any dialogues taking place	<i>Target number of gender dialogues eg. one a month?</i>  We target to have the dialogues every two months	2011	
<b>Community mobilisation</b>						
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.	Councillors	<i>What data exists on the community currently?</i>  There is no data existing in the community	<i>Gender disaggregated data on the community.</i>  Request the central statistics office to conduct the survey	2011	
	Encourage men to participate in implementation of community activities that are traditionally considered to be only of concern to	Men sector, male councillors	<i>What are the current statistics on public participation/ participation in public meetings?</i>  The statistic shows that	<i>How will this be measured?</i>		

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	women.		men participate in large numbers			
	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	GL, Churches, Government Departments.	<i>What information currently exists? In what languages?</i> We are not aware of the information	<i>What is the target? What information, how many languages?</i> We target to have 4 workshops	2011	
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		<i>What are the gender disaggregated stats on the consultative meetings?</i>	<i>What is the target number of specialised participation exercises to take place?</i>		
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		<i>Have any workshops been conducted with men's groups?</i>	<i>Target number of workshops held with men and target groups reached?</i>		
<b>Communication</b>						
To ensure that council publications do not perpetuate gender stereotypes.	Review of Council publicity from a gender perspective; developing materials that challenge stereotypes.		<i>Has any review of council's publications been done?</i>	Gender aware publicity materials.		
<b>II. GENDER SPECIFIC PROGRAMMES</b>						
<b>Early learning</b>						
To provide affordable child care to free women to participate in the labour force,	Greater coordination between the council and the Ministry of Education in provision of quality early childhood development		<i>What kind of coordination is currently in place?</i>	<i>What is the target</i>		

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	facilities.					
	Review pre-primary and kindergarten fees to make them more affordable; and facilitate better access for disadvantaged children.		<i>What is the current fee structure?</i>	<i>What is the target?</i>		
	Ensure pre-primary education is policy compliant		<i>Is pre-primary education currently policy compliant</i>	Policy compliant pre-primary education		
<b>III. GENDER IN EXISTING PROGRAMMES</b>						
<b>Security and emergency services</b>						
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.	Councillors, police, social workers	<i>How many streets are named? How many require naming?</i> Nothing at the moment but policing clusters come from bigger villages	<i>What is the target? How many streets named by when?</i>	2011	
	Lobby businesses to assist people in need.	Businesses in the community	<i>Has any such support been offered in the past?</i> No there has not been such assistance offered in the past	<i>Which business should be targeted? How many?</i> Almost all businesses in the community should be targeted	2011	
To educate women and to raise awareness, especially of women-headed households in informal settlements, who suffer disproportionately as a result of fires that destroy their homes and livelihoods.	Awareness programmes that target women, on the prevention of fires.	Councillors, fire department and the ministry	<i>What kind of education has been done in the past?</i> There is no education having been done in the past	<i>What is the target % reduction in the number of people who lose their homes due to fires?</i> We intend to have a 50% reduction of women losing homes due to fire	2011	
	Train community members	Red	<i>Has any such training been</i>	<i>Who should be targeted? How</i>	2011	



STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	on how to handle emergencies, including first aid.	cross, Ministry	<i>given in the past?</i> There have not been nothing in place	<i>many people, how often, which areas?</i> We target to have two trainings annually		
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					
<b>The economy and job creation</b>						
To facilitate equal employment opportunities because women are disproportionately affected by high levels of unemployment	Set and monitor specific targets to ensure gender parity in employment opportunities created by local government.	Councillors, VDC, Officers, S&CD	<i>What are the current statistics of women and men employed by the council?</i> We do not have such statistics	<i>What is the target? How will it be monitored?</i> We intend to provide a 50/50 opportunity for both sexes for both sexes	2011	
	Facilitate employment opportunity workshops for women in communities to enable them to be better placed to access opportunities.	S&CD, Councillors	<i>What are the unemployment figures? What proportion of women to men are unemployed?</i> We have programs like the LG09	<i>What is the target % increase in women employed?</i> We intend to have a 10% increment of employment	2015	
	Ensure an increased vote item in the budget specifically related to women's empowerment; review empowerment projects based on a gender analysis	Councillors, Private partnerships	<i>Does any such vote item exist?</i> There is nothing in place at the moment	<i>What is the target?</i> We intend to have the vote included in the budget	2012	
	Inform women about economic opportunities in liaison with WAD and other	councillors	<i>What kind of information exists on employment opportunities for women?</i>	<i>What is the indicator? How will this be measured?</i> Atleast have a 10% of the	2011	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	stakeholders		Scheduled kgotla meetings	community should have access to the information		
To obtain sex disaggregated data on unemployment levels in communities	Conduct surveys, collect data and analyse it.		<i>Is there any data on unemployment levels?</i> There is no data available, we rely on labour office	Availability of gender disaggregated data.		
To promote equal representation of women in the tourism industry and commercial agriculture	Facilitate development and entry of women into the tourism industry and commercial agriculture		<i>What is the representation of women in the tourism industry?</i>	What is the target % of men and women participating in the tourism industry?		
<b>Procurement</b>						
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.	SACS, Councillors	<i>Does any information or support exist for women in this regard?</i> There is no such information in place	<i>What is the target %/ number increase in the number tenders submitted by women and contracts allocated to women?</i>  We intend to reserve 10% of tenders specifically for women	2011	
	Implement and monitor quotas for women for the awarding of council contracts	Officers	<i>What are the current statistics? Is there a point system, ie. How many points are awarded for gender, should this be increased?</i> There is no data but we are in the process of coming up with a data base	<i>What will the quota be? How will it be monitored?</i>  The data base to be in place	2011	
	Tender board regulations should be changed to ensure that 50% of those sitting on the tender board		<i>How many women sit on the tender board at the moment?</i> There are no women on the	50% women on the tender board.		

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	that awards contracts.		tender board			
	Encourage and affirm larger businesses that sub-contract women-owned enterprises.		<i>Do any such incentives exist?</i>	<i>What is the target?</i>		
<b>Poverty eradication</b>						
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, VDC, Councillors, chiefs	<i>What are the current poverty statistics? What % of women live in poverty? Is there any kind of poverty eradication strategy in place?</i> The statistics is available with the S&CD	<i>What is the indicator? How will this be measured?</i> Reduction of destitute	2011	
	Ensure oversight of Sustainable Livelihood assessment by CSO to identify needs and appropriate interventions to enhance the livelihoods of poor and very poor households.		<i>Has any kind of assessment been done in the past?</i>	Assessment results		
	Facilitate improved access to social grants, including food security nutrition	S&CD, Dept of Youth and Culture	<i>What kind of access do women have to social grants at the moment? What are the stats?</i> LG09 in place for women	<i>What is the target increase in the number of women accessing social grants?</i> Reach out to Atleast 15% of women	2012	
	Facilitate the implementation of income-generating activities, improve resources allocated and implement monitoring.	Social workers, VDC, NGO's, councillors	<i>What types of income generating activities are already being facilitated and with what kind of success?</i> VDC rentals backyards	<i>What is the indicator? How will this be measured?</i> Improve by 30%	2012	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	Liaise with and support CBOs and NGOs already working with poor households.		<i>What kind of support is being provided for NGO's and CBO's currently?</i>	<i>How will this be measured?</i>		
<b>Business support</b>						
To enhance women's participation in the business sector, particularly in big business where they are poorly represented	Link women's small businesses with opportunities in the value chains of growth sectors.		<i>What is the proportion of women to men in the business sector?</i>	<i>What is the target % growth?</i>		
	Community liaison official to disseminate information and advice about sourcing economic opportunities.		<i>Does such information exist?</i>	<i>How will this be measured?</i>		
	Encourage public and private business partnerships with all stakeholders	PPBS, Councillors	<i>Are there any such partnerships? Has anything been done in this regard?</i> No there are no such partnerships	<i>What is the target number of partnerships to be formed?</i> We intend to have 1 committee per ward	2011	
To empower women entrepreneurs through business skills and support	Accelerate/catalyse skills development, access to information and finance, and business support for poor women.	councillors	<i>Is there any existing skill development and business support for women?</i> There is nothing in place at the moment	<i>What is the target number of women to be empowered by training and support?</i> We target to empower 20% more women	2011	
	Facilitate increased involvement of women-headed companies by raising their awareness on available opportunities e.g floating tenders, export opportunities.		<i>Does any support exist form women-headed companies currently?</i>	<i>What is the target number of women-headed companies to be formed?</i> <i>How will support be measured?</i>		
	Facilitating mentoring of	Councillor	<i>Has any such mentoring</i>	<i>What is the target? How many</i>	2012	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	smaller enterprises and benchmarking with bigger enterprises	s	<i>been undertaken before?</i> No there is no such mentoring, it has never taken place before	<i>small enterprises mentored?</i> We intend to have that number increased		
<b>Informal sector</b>						
To promote equal access to markets.	Link women to investment opportunities	WAD, Councillors, Junior chambers Botswana, S&CD	<i>What are the statistics of women in the informal sector?</i> The statistics is available with the S&CD	<i>What is the target number of new formal businesses to be formed?</i> We target to have 10% of formal business	2012	
	Integrating women with partnerships, joint ventures etc.	S&CD, Councillors	<i>How have women been integrated in partnerships and mergers?</i>	<i>What is the target% increase of women in partnerships?</i> We target to have 10% of women increase in partnership	2012	
<b>INFRASTRUCTURE</b>						
<b>Housing and Land Rights</b>						
To promote the equal rights of women to land tenure	Collect gender disaggregated data on housing.	Land Board, SHHA (URBAN)	<i>Does any such data currently exist?</i> Yes there is data available in the applications	<b>Gender disaggregated data on housing.</b> Collection of data and compilation of data base	2011	
	Lobby Ministry of Lands to ensure that gender is mainstreamed in land policy and procedures as implemented by Land Boards  Training of Land Board on gender issues (through Ministry of Lands)	Political leadership, Land board	<i>Do any policies exist to ensure women's access to land?</i> No there is no existing policy on the issue	<i>What is the target increase in the number of women owning land?</i> We target to call for land act to be reviewed, be gender sensitive so it allows women opportunities to access land	2014	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	Ensure gender balance on housing committees; and lobby for a quota for women	Council physical planning	<i>How the housing committee is currently constituted?</i> The committee is dominated by men	50% of the housing committee should be women. To increase women participation in the housing committee	2012	
	Increase the range of housing and land options available to poor households; including subsidies for poor women	Council, ministry of lands and housing, Habitat for humanity ,Masiela trust fund	<i>Previously there was no land tenure for women and this still exists in some areas under chiefs</i> Housing program is in place and there is SHHA	<i>What is the target increase in the number of women owning land?</i> We intend to sensitise the women and the poor about the existing housing programs	2011	
To ensure that women's needs are taken into account because they are mostly affected by inadequate housing.	Identify unsatisfactory living environments and formulate recommendations for their improvement.	S&cd, Dept of housing, RADP	<i>Has any kind of assessment of living environments been done?</i> RADP,S&CD	<i>How will this be measured?</i> <i>Customer satisfaction survey?</i> The number of assessed costs	2011	
	A policy on low-impact economic activities to be undertaken from dwelling units.	Commercial Affairs,S&cd,Physical planning, bye law	<i>What are the current regulations in this regard?</i> Easy access to street vending and hawking licences, tailoring backyard farming	<i>How will this be measured?</i> Registration of small impact economic activities	2011	
To ensure women and men's equal access to housing subsidies.	Educate women on housing policies and subsidies.	Councillors, housing ,S&CD	<i>What information exists on women and housing? Is there existing material that can be used regarding policies and subsidies?</i>	<i>How will this be measured?</i> The number of woman accessing the programmed scheme.	2011	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
			Both men and women have equal access to existing housing policies			
	Disaggregate and capture existing data; a mechanisms for continuous data capture	Dept of Housing, SHHA	<i>What are the stats on housing subsidies, who accesses them?</i> Information can be accessed through departments dealing with housing issues	Gender disaggregated data and statistics  Availability of information	2011	
	Audit housing plans.	SHHA, Physical planning housing committee	<i>Have any audits been done in the past?</i>  Yes there has been audits before	Audit Conformation to building control standards	On-going	
To review housing policies so that they are gender sensitive	Review current policies and change them to make them gender sensitive.		<i>Has any policy review taken place?</i>	<i>How will this be monitored?</i>		
<b>Transport</b>						
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.		<i>Lack of statistics and data for public transport users – are there any statistics in this regard?</i>	Statistical data		
	Taxi and bus stations and stopping points to be regulated in order to make travelling safe for all people, especially women and children.		<i>What studies have been done in this regard? Has any regulation been done?</i>	<i>How will this be measured? Police statistics? What is the target %decrease in violence?</i>		

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.		<i>What kind of policing is there currently? How are taxi's currently registered? How often do they go for roadworthy tests?</i>	<i>What is the target % decrease in violence/ accidents/ deaths? How often should taxi's be roadworthied?</i>		
	Taxis should be made safer, including eliminating transport pirating		<i>What kind of safety features do taxi's currently have?</i>	<i>What is the target?</i>		
	Pedestrian safety, especially in informal settlements.		<i>What are the current statistics on pedestrian safety?</i>	<i>How will this be measured? Police statistics? What is the target % decrease in pedestrian fatalities?</i>		
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		<i>What data currently exists?</i>	<i>What is the target?</i>		
	Train women to drive and own taxi's, buses and haulage and get women on taxi and bus associations.		<i>Are there any female taxi owners or drivers?</i>	<i>What is the target % increase in women taxi owners and drivers</i>		
<b>Water, sanitation and electricity</b>						
To ensure that women, who are disproportionately affected by inadequate service delivery, are provided with affordable access to basic services	Undertake community assessment on use of services and disaggregate data by sex		<i>Has any assessment been done in the past</i>	<i>What is the target/ timeframe in which to do this?</i>		
	Provide affordable services to poor households.	Councill	<i>What services are currently being provided and at what cost?</i>	<i>What is the target?</i> To have more of the community	On-going	



STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
			Destitution programs, free water, free street lighting, free sanitation collection	accessing the services		
	Council to provide subsidies for those who cannot afford	Council	<i>What is currently being done to help the poorest people to get access to basic services.</i> Water is provided for free and destitution rations and stand pipes	<i>What is the target?</i>	On-going	
	Create jobs through awarding tenders, community projects, cash for work and training for women in this sector.	Council and business community	<i>Are any women currently being employed in this sector (numbers and comparisons)?</i> A higher number of women are engaged in the ploughing program	<i>What is the target number of women to be employed in this sector?</i>	On-going	
	Ensure that women are consulted prior to the provision of services.	MPS, councilors, & cd	<i>What kind of consultation process has there been in the past?</i> There has been such consultation before and women dominate such structures as the VDC members	<i>What is the target?</i> To have more consultations with stake holders done	2011	
	Align services to the needs of women.		<i>What is the current state of service delivery?</i>	<i>What is the target?</i>		
	Involve women in the management and maintenance of these services and facilities.	Council	<i>Are any women currently being involved in this role (numbers and comparisons)?</i>  There are women involved	<i>What is the target number of women to be involved?</i>		

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
			but we currently do not have the numbers			
<b>Environmental health</b>						
To involve women, as key stewards of the environment, in environmental preservation projects or making business ventures from the environment.	Create an environment committee in which women and men are equally represented, including waste management and recycling projects	Council	<i>Does such a committee already exist?</i>  Yes the committee does exist	<i>What is the target?</i>	On-going	
	Increase the frequency of refuse collection.	Council	<i>How often is refuse collected?</i>  The refuse is collected weekly	<i>How often should refuse be collected?</i>  The arrangement is to have the refuse collected weekly	On-going	
	Provide and maintain public toilets in strategic areas		<i>How many public toilets are there in the council? How often are they maintained?</i>	<i>How many public toilets should there be in the council? How often should they be maintained?</i>  10 public toilets for different buss ranks around the sub-district and cleaning should be done daily..	On-going	
	Review the waste management policy from a gender perspective.		<i>Is there any such policy at the moment?</i> Yes there is the policy available	<i>What is the target?</i>		
<b>HIV and AIDS Prevention</b>						
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.		<i>What are the current statistics?</i>	Gender disaggregated data		

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	Develop gender aware HIV and AIDS public education and awareness campaign.	NACA,WAD,BALAGL	<i>Is there any such campaign at present?</i> No there has never been such campaign available	<i>What is the target? How many people reached over what period? How will it be coordinated?</i> We target to have reached a good number of women in a year	2011	
	Advocate for and promote the female condom and so that women have free access to them.	Ministry of Health, Education	<i>Is the female condom available? If so where and at what cost?</i> It is not available in all areas but it is there	<i>What is the target % increase in number of female condoms available for use by women?</i> There are no statistics	On-going	
	Gender sensitive sex education in schools.	Ministry of Education, Ministry of Health	<i>What sex education is currently being taught in schools? Is this gender sensitive?</i> There is education in schools	<i>How will this be measured?</i> The number of students taught	On-going	
To raise awareness on the increased risk of contracting HIV/AIDS as a result of sexual assault, and the need for women to have access to Post Exposure Prophylaxis (PEP)	Public awareness campaigns on the links between GBV and HIV/AIDS; the red and white ribbon campaign, coupled with ongoing awareness campaigns.	Public,MOH,Police, Social Workers, women organisations	<i>How has the council participated in awareness campaigns in the past? Has the council actively participated and promote the 16 Days Campaign in the past?</i> There has never been such campaigns before  <i>Is PEP readily available at all the health facilities? A how many facilities is it available?</i>	<i>What is the target? How will this be measured?</i> The number of campaigns held, reduced incidents of assault, reduced cases of pregnancy due to rape  <i>What is the target % increase in the number of women accessing PEP</i>	2011	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
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.	NACA, Men Sector, BOCCAIP, MOH, MOE	<i>What are the statistics? What is the % of men and women who go for VCT?</i>	<i>What is the target % increase in number of women and men going for VCT?</i>		
<b>Treatment</b>						
To facilitate improved access to free treatment nationally	Gender disaggregated statistics on access to treatment and care; policy measures to rectify this.	MOH, NACA	<i>How many women compared to men access free treatment?</i>	Gender disaggregated data		
	Facilitate access to ARV's for women and men and keep gender disaggregated statistics on uptake.		<i>What does the council do to facilitate access to ARV's? What stats exist in this regard?</i>	<i>What is the target? How many people receive treatment? Over what period?</i>		
<b>Social development</b>						
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.		<i>Does this data exist?</i>	Gender disaggregated data on the use of community and sporting facilities.		
	Ensure that every library has a section on women's literature.		<i>Are there currently any such facilities in the libraries?</i>	<i>What is the target?</i>		
	Set up mobile libraries to make reading more accessible to women especially in rural areas.		<i>Are there any mobile libraries?</i>	<i>How often should they operate? Which areas should be targeted?</i>		
	Design programmes to ensure that women and men benefit equally from local authority facilities, for example promoting women in traditionally male sports,	Community, Dept of Sports	<i>What programmes currently exist?</i> There is no program in existence	<i>What is the target?</i> No of boxing social clubs available and formed	2012	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	eg. Soccer and boxing. Organise events and displays that celebrate women's achievements and challenge stereotypes. Encourage programmes that challenge stereotypes all spheres, including the home. Educate parents on how their children should be socialised.	Community, S&CD	<i>Do any such programmes exist?</i> No there are no programs in existence	<i>What is the target? How will this be measured?</i> There are no events held	2012	
To challenge the practice that child care is the sole responsibility of women and to educate men on parenting responsibilities.	Conduct awareness programmes on parenting responsibilities for men and women.	Men sector, community, dikgosi	<i>Are there any awareness programmes or training materials covering parenting responsibilities? If there are, are they gender sensitive?</i> No there are no awareness campaigns available	<i>How will this be measured?</i> No campaigns held	2011	
<b>IV. EMPLOYMENT PRACTICES AND ENVIRONMENT</b>						
To increase the representation of women employed in the council.	Adopt the SADC target of 50% women in all areas of leadership and employment by 2015. Explicitly prioritise gender equity in performance plans.	Human resource, Labour, ministry of local government	<i>What steps have been taken to prioritise gender equity in the employment practices of the council?</i> There is nothing in place	50% women in all areas of employment by 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		<i>What are the current gender statistics of employees in the council? What % men and women occupy management positions – what is the breakdown per department?</i>	<i>What is the target % increase in the number of women employed by the council? What is the target % increase in mgmt positions and departments?</i>		

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	address the departments where the greatest imbalances exist.					
	Include women's targets as a non negotiable component of senior managers contract.		<i>Who is responsible for ensuring that targets are met? Is this included in their contract?</i>	Contract		
	Align the work place skills Plan to the Affirmative Action plan.		<i>Has any work been done in this area?</i>	<i>How will this be measured?</i>		
	Obtain buy-in and support of the unions for increased gender equity in the employment profile of the council.		<i>Have the unions been approached?</i>	<i>How will this be measured?</i>		
To ensure that the recruitment and selection process offers equal opportunity to women.	All job advertisements should encourage women to apply.		<i>What is the baseline?</i>	<i>What is the target?</i>		
	Selection panels should be gender balanced.		<i>How are selection panels currently constituted?</i>	Gender balance on selection panels.		
	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.		<i>What are the current practices? Are they gender sensitive?</i>	<i>What is the target?</i>		
	Develop comprehensive		<i>What kind of employment</i>	HR/ EE Policy		

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	employment equity plans.		<i>equity plan is in existence?</i>			
	Apply job preservation policy to meet women's targets.		<i>What are the women's targets?</i>	HR/EE policy		
	Incorporate gender into structure system policies and processes.		<i>Has gender been incorporated into any policies and processes?</i>	Gender sensitive structure systems and policies		
To ensure that staff development programmes are gender sensitive	Succession and staff development plans should have a specific focus on upgrading the skills of women and their promotion to senior decision-making positions.					
	Undertake a skills/ qualification audit and assessment of all municipal employees.	HR,Admin	<i>Has any kind of skills audit been done in the past?</i> No there is nothing in place	Results of the skills audit report	2015	
	Devise and implement a range of capacity-building options for employees and cllrs.	HR,Admin,SACS	<i>What kinds of capacity building options exist already?</i> There are no existing capacity building	<i>What is the indicator? How will this be measured?</i>	2015	
	Mentoring new cllrs and employees.	HR,Admin,SACS	<i>As any mentoring of new cllrs been done?</i> Yes orientation has been done,standing orders and procedures	<i>What is the indicator? How will this be measured?</i> No of councillors and employees trained	On-going	
	Identify skills needs among communities and skills gaps in key economic sectors.	Community,VDC	<i>Have any needs assessments been done?</i> Yes it has been done	<i>What is the indicator? How will this be measured?</i> Number of people trained	On-going	
	Develop targeted skills		<i>Has any such skills</i>	<i>What is the indicator? How will</i>	On-going	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	development programmes.		<i>development been done?</i> Yes it has been done	<i>this be measured?</i> Number of project		
	Facilitate women's entry to skills development programmes.	S&cd,community, VDC	<i>What has already been done to facilitate women's entry to programmes?</i> Home Economics wing is in place	<i>What is the target % increase in number of women accessing programmes?</i>	On-going	
<b>Work conditions and environment</b>						
To facilitate women's equal participation in the workplace.	Review maternity leave provisions to ensure that women are able to take three months full maternity leave through the contributions of both local government and Social Security.		<i>What are the current provisions for maternity leave?</i>	Three months full maternity leave through the contributions of both local 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		<i>What are the current provisions for paternity leave? Are there any current programmes around responsible fatherhood?</i>	<i>How much paternity leave should be allowed?</i>		
	Meetings times should take the needs of all employees into consideration and not run too late.	HR,Admin,SACS	<i>What is the policy on meeting times?</i> Quarterly meeting	<i>What is the target? What should the times be?</i> Number of meeting held	On-going	
	Provide child care facilities for municipal employees.	Admin,SACS	<i>What child care facilities are currently available?</i>	<i>Target number of child care facilities?</i>	2016	
	Provide flexible work arrangements for parents.		<i>Is there any such arrangement currently?</i>	<i>What is the indicator? How will this be measured?</i>		
	Act upon employees who are not making		<i>Has this issue ever been addressed? How?</i>	<i>What is the indicator? How will this be measured?</i>		



STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	maintenance payments.					
	Conduct awareness programmes on parenting responsibilities.	HR,Admin community,SACS,S&CD	<i>Are there any such programmes?</i> No there are no such programs	<i>What is the indicator? How will this be measured?</i> Number of awareness campaigns	2014	
	Support and expand crèches.	S&CD,Community,VDC	<i>What crèche facilities exist?</i> Yes there are public crèches available	<i>Target number of crèche facilities?</i>	On-going	
To address issues of sexual harassment in the council.	Develop and implement a sexual harassment policy (SHP).	HR,Admin,employees,S&CD	<i>Is there a sexual harassment policy in existence?</i> No there are no any sexual harassment policy in place	<i>Implementation of the Sexual harassment policy</i> <i>How will this be monitored?</i> Reduced incidences of sexual harassment	2013	
	Workplace education and awareness on the SHP	Admin,S&CD employees	<i>Is there any such awareness?</i> No there are no awareness campaigns	<i>How will this be measured?</i> Number of awareness campaigns made	2014	
	Code of conduct to ban the use of sexist jokes and language.	Employees,Admin	<i>Is there such a code?</i> No there is no such code	<i>What is the target?</i> Inclusion of such in code of conduct or in public service act	2015	
<b>V. GENDER MANAGEMENT SYSTEM</b>						
<b>Planning</b>						
To consult women when drawing up plans for the council	Adapt the vision and mission statement of the council to ensure that it is gender aware.	Council	<i>What does the current mission and vision statement say about gender?</i> It is quiet an is not discriminatory	<i>What is the target?</i> To provide equal opportunities for both men and women	2013	
	Conduct surveys prior to planning to determine the needs of both women and men.	S/workers, support groups	<i>Have any such surveys been conducted in the past?</i>	<i>Gender aware survey results.</i> Educate and sensitise the community, capacity building for both men and women	2011	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
		and shelters				
	Consult with both women and men when drawing up plans.		<i>Have any such consultations taken place in the past?</i> Consultations have been done, we have the VDC's	<i>What is the target? How many consultation? What is the target group, how many?</i> Educate and sensitise the community through kgotla meeting, focused group discussions, media(youth, men and women)	2012	
	All units and departments should include gender indicators in their business plans.	Council	<i>Do any units/ departments in the council use gender indicators in their business plans?</i> Open to everyone,advetisements are done and the person who qualifies gets the job	<i>What is the target?</i> Employment based on merit	2010	
	Councils should administer customer satisfaction surveys that are disaggregated and analysed according to gender.	Council	<i>Have any such customer satisfaction surveys been administered in the past?</i> Yes we do have suggestion boxes in the offices	<i>What is the target? How many surveys, how often etc?</i> Customer satisfaction on daily basis	2010	
<b>Gender structures</b>						
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.	Council	<i>As any work been done in the establishment of structures;</i> No there is no any work been done in the area	<i>GMS established, vested with authority, strategy, plan and resources.</i>		
	Recruit/appoint/hire gender focal points.		<i>Has a gender specialist been recruited?</i>	Specialist staff appointed.		
	The gender coordinator should be assisted by		<i>As any work been done in the establishment of</i>	<i>GMS established, vested with authority, strategy, plan and</i>		

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	gender focal points in all departments, together comprising the gender management committee.		<i>structures;</i>	<i>resources.</i>		
	Senior managers must take ultimate responsibility for gender mainstreaming within the administration.	Council	<i>Who is currently responsible for gender in the council?</i> Social workers	<i>GMS established, vested with authority, strategy, plan and resources.</i>		
	Gender to be written into the job description and performance agreements of senior managers and GFP.	Council	<i>Has gender been written into the performance agreements of senior managers and GFP?</i> Public service act included	<i>Accountability on gender through PAs.</i>	2011	
	Gender should be a standing item on the agenda of management committee meetings.	Council	<i>Is there such an item on the management committee mtg agenda?</i> There is nothing in place	<i>What is the target?</i>		
	Establish a gender committee comprising councillors and other stakeholders to ensure political oversight for gender mainstreaming in the work of local government.	Councillors & stakeholders	<i>Is there a committee in Council responsible for gender?</i>  No committee, we do have a Social Department	<i>Gender equality committee.</i>		
	Form a multi party women's caucus.	Women councillors	<i>Is there currently a structure to bring together women councillors around common concerns?</i> Yes, BALA is there and we do have a representative as women	<i>Women's caucus established.</i>		
	Prepare Terms of Reference	Council	<i>Have gender focal points</i>	<i>GFP formed; TOR for GFP</i>		

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	for gender machinery, and clarify reporting procedures.		<i>been established in all departments? Have TOR been drafted?</i>			
	Publicise the establishment of the gender machinery.	Council	<i>Is the GMS known, has it been publicised?</i>	<i>What is the indicator? How will this be measured?</i>		
	Gender machinery to prepare their own strategic plans.		<i>Does the GMS have a strategic plan</i>	Strategy and action plan adopted.		
	Establish linkages with gender machinery in other municipalities.		<i>Have any linkages been established?</i>	GMS Networked		
<b>Budget, monitoring and evaluation</b>						
To make use of gender disaggregated data for monitoring, evaluation and resource allocation based on gender priorities.	Obtain sex-disaggregated data.	Social workers/ Council	<i>Does sex disaggregated data exist? Is it applied?</i>	All statistics disaggregated by gender.		
	Gender indicators to be formulated for each department/ programme and HR management.	Council	<i>Are there gender KPIs in the City score card?</i> There is nothing in place	Gender KPIs integrated into city score card. Sensitise its staff about KPI and Gender Indicators		
	Ensure that women and men participate equally in public consultations on planning and budgets.	Council	<i>What sort of consultation takes place at the moment?</i> <i>Are both women and men involved?</i> Annual budget estimates with staff involved	<i>What is the target, how will this be measured?</i>	Every financial year	
	Conduct a gender analysis of the municipal and departmental budgets to ensure that expenditure responds equally to the needs of women and men.	Council	<i>Are there direct or indirect budget allocations for advancing gender equality?</i>	<i>What is the indicator? How will this be measured?</i>		
	Recommend resource	Council,	<i>Has the action plan been</i>	Costing of this action plan.	ON-GOING	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	allocation (specific budget line) for initiatives that will promote gender equality, including fighting gender violence and HIV and AIDS).	Ministry of Local government, NACA	<i>costed?</i> To establish support shelter and places of safety for survivors of gender violence and HIV/AIDS			
	Ensure that departments allocate resources to gender priorities.		<i>Do departments allocate resources to gender priorities?</i>	<i>What is the indicator? How will this be measured?</i>		
<b>Capacity building</b>						
To ensure that training is done to educate all employees and community groups on gender.	Facilitate skills training for members of gender machinery.	Council	<i>What training has already been done?</i> Gender Links, for equality and justice	<i>How many workshops to take place? How many trainees?</i> To hold more workshops depending on the approved budget	2011	
	Liaise with service providers to provide training programmes.	Council	<i>What training has already been done?</i> Gender Equality	<i>What is the indicator? How will this be measured?</i>		
	Facilitate training programmes among councillors, officials and community groups.		<i>What training has already been done?</i>	<i>Target number of cllrs, officials and community groups trained?</i>		
	Ongoing mentorship and support through linkages with civil society.	Council	<i>Do any such programmes exist?</i> Yes trainings and workshops	<i>Target number of cllrs and officials involved in such programme?</i>	On-going	
	Assess impact of training.	Council	<i>What training has already been done?</i> Gender Links,	<i>What is the indicator? How will this be measured?</i> Target number of councillors, official involved in such programmes	On-going	
	Gender sensitivity training for both male and female councillors	Council	<i>What training has already been done?</i> Gender Links	<i>Target number of cllrs, officials and community groups trained?</i>	On-going	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	Gender analysis training for councillors and staff with specific gender mainstreaming responsibilities.	Council	<i>What training has already been done?</i> Gender links	<i>Target number of dlrs, officials and community groups trained?</i>	On-going	
To raise awareness on gender issues	Compile a calendar of special gender events and campaigns. Engage in campaigns to raise the profile of gender eg Women's Day; Sixteen Days campaign.	Council	<i>What kind of special gender events and campaigns has the council participated in?</i> <i>What kind of awareness raising has been done?</i>  16 days, Internaional Women's Day and Gender sensitivity training	<i>What is the indicator? How will this be measured?</i> Both men and women compile a calendar of special gender events and campaigns	On-going	
	Prepare pamphlets, advertising, posters, logo etc.	Council	<i>Has any work been done in this area?</i> Yes council ha pamphlets and posters	<i>What is the indicator? How will this be measured?</i> Target number of councillor officials and community groups trained		
	Run competitions, sporting activities that challenge stereotypes.	Council	<i>Have any such activities been done in the past?</i> Performing arts	<i>What is the indicator? How will this be measured?</i> Target the youth and sensitise the community on stereotypes challenges, target the youth involved in such programmes		

**Annex E - Action plan framework for Council for ending GBV**

## Annex F - Messages and slogans for gender based violence

<b>Arena for action</b>	<b>What needs to be communicated to or by these groups</b>	<b>Slogan</b>	<b>What communication tool should be used</b>
<b>Individual</b>			
Abused woman or man	Sensitise the community on issues of abuse	Say no to abuse. Report cases of abuse	Radio,TV,Newspapers
Abused child	Should be taught about centres or areas where they can get help	Say no to abuse	Through childline and social workers
Abusive men	Know their rights, report	Say no to abuse	Through men sector
<b>Family/ Household</b>			
Mother, father, guardian	Gender Equality	Act against violence	Through counselling by social workers
Parenting	Gender Equality	Stop abusive language on children	Through counselling by social workers
<b>Community</b>			
Community	Gender Equality	Say no Gender Violence	Through kgotla meetings and radio
Schools	Gender Equality	Knowledge is power over sexual harassment	Through PTA meetings and radio
Religion	Issues of Gender	All equal before God	Churches through crusades
Sports	Issues of Gender	Be active, be part of sports	Radio,TV,newspapers and sports affiliates
<b>Society</b>			
Political leadership	Gender Equality especially when holding leadership positions	Act against abuse	Through kgotla meetings And political rallies



<b>Arena for action</b>	<b>What needs to be communicated to or by these groups</b>	<b>Slogan</b>	<b>What communication tool should be used</b>
Criminal justice System	Issues of defilement and incest	Justice should prevail	Radio,clusters,TV on crime prevention programmes
Media	Sensitise the community in regard to their rights	Stand up for your rights against abuse	Newspapers, newsletter and radio
Culture	Issues concerning culture on marrying youth groups. In those which have stereotypes messages.	Act against abuse	Through cultural activities, drama, letlhafula events.

## Annex G: Summarised evaluation



	EXCELLENT	GOOD	FAIR	POOR	VERY POOR
<b>1. PROGRAMME DESIGN</b>	<b>9</b>	<b>7</b>	<b>1</b>	<b>2</b>	
<b>2. PROGRAMME CONTENT</b>	<b>7</b>	<b>9</b>	<b>1</b>		<b>1</b>
<b>3. DOCUMENTATION</b>	<b>4</b>	<b>12</b>	<b>2</b>		
<b>4. FACILITATION</b>	<b>9</b>	<b>9</b>	<b>1</b>		
<b>5. GROUP WORK</b>	<b>6</b>	<b>9</b>	<b>3</b>		
<b>6. OUTPUTS</b>	<b>3</b>	<b>13</b>	<b>1</b>		<b>1</b>
<b>7. OUTCOMES AND FOLLOW UP PLANS</b>	<b>5</b>	<b>11</b>	<b>1</b>		<b>1</b>
<b>8. LEARNING OPPORTUNITY</b>	<b>6</b>	<b>10</b>			<b>2</b>
<b>9. NETWORKING OPPORTUNITY</b>	<b>5</b>	<b>10</b>	<b>2</b>	<b>1</b>	<b>1</b>
<b>10. ADMINISTRATIVE ARRANGEMENTS</b>	<b>10</b>	<b>5</b>	<b>2</b>	<b>1</b>	

### Comments

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

- I liked the facilitation part of it. It educated me the most, it taught me how to relate gender equality to other issues
- All sessions
- I liked the way to programme was designed
- Key gender concepts, because it made me learn ways in which one has to broaden his thinking to fit well into the society
- Gender equality
- Module three on key gender planning concepts, to make a plan
- The first group exercise because we were learning the differences between gender and sex, men and women
- SADC Gender Protocol, because I have learned the importance of why some countries have signed this protocol and why Botswana did not
- Health: Because it covers prevention treatment care and support in relation to HIV/AIDS
- All sessions, because I learned a lot, I didn't know some things and how to spread the message
- Regarding women as equal partners
- Developing plans, because it clarified how to go about ending gender based violence and preventing it
- Bomme ba tshowanetse go tlhotlwa

- Group discussions
- SADC Protocol

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

- None
- Group work as some members were not cooperative
- Plan
- Diverging of topic
- The difference between men and women in working together
- None, I found all the sessions most useful because I have learned about gender equality, my right as a women, stereotypes as there are also songs who have these stereotypes
- DVD
- Report back by eyes and ears, they were valuable but not really necessary

## **3. How will you apply what you have gained from this engagement?**

- Through Kgotla meetings, incorporate gender equality issues into other programmes
- Community based campaigns and kgotla meetings, clusters tsa twantshoborukutlhi
- Through kgotla meetings
- Forming gender committees where I come from
- Treat people of different genders equally
- Engage with people regardless of their gender
- Treat all people equally regardless of their sex
- I will start to work with my wife in the kitchen, cooking together, cleaning dishes and the house
- I will go out and sensitize the community by educating them on gender equality
- Call workshops, impart education to the leaders of the village, VDC's PTA
- To have kgotla meetings and spread the message
- To share the information with the community
- Work with councillors in advising any persons in the community on how to prevent gender based violence
- Go kgaogana le morafe

## **4. Any other comments**

- The programme was congested in few days, i.e. the three was short
- The programme was congested for the three days
- I feel very educated in this workshop
- I feel married people should be called and taught because sometime married people beat men where not necessary and this causes divorce between two people
- I would like to be engaged in more gender workshops
- There were a lot of abusive words, which I did not like because the workshop was organised for honourable councillors

- To introduce Peer Education Basic Training
- I think you have all answers that you came prepared with but we have suggestions that need careful consideration. Gender includes both sexes.

## **Annex H: 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.