



LESOTHO

CENTRES OF EXCELLENCE ROLL OUT CONCEPT PAPER FOR GENDER MAINSTREAMING IN LOCAL AUTHORITIES



Synopsis

This concept note concerns the cascading and strengthening at country level of pioneering work on Centres of Excellence (COE's) on Gender Mainstreaming for Local Government carried out by Gender Links (GL) Lesotho in close association with the Ministries of Gender, Youth, Sports and Recreation and Local Government and Chieftainship in Lesotho. The programme forms part of a broader regional strategy involving ten SADC countries, where 100 Councils have subscribed to the COE model.

From 2012 GL started hosting mini summits at country level summit (national summits). These cater for the increasing regional response to the Summit call; broaden profile and participation at country level; increasing competition and quality of entries; and strengthening partnerships and ownership of the process. Owing to the recent changes in demarcation within the Lesotho local government system however, the first country summit is intended for 2013.

Looking to the future, the concept note incorporates suggestions from the second Gender Justice and Local Summit in March 2011 on expanding the 30 COE's through a variety of strategies, including existing gender focal points, gender champions, peer educators. A list of councils, highlighting those reached and targeted in this proposal is attached at **Annex A**.

The COE approach includes a unique blend of research and evidence, applied to strategies and action planning, with on-the-job capacity building and applied learning, vigorous Monitoring and Evaluation, affirming of good practise, and sharing of learning at the annual summits. Emerging evidence suggests that this is an effective and sustainable model.

Learning from the first phase has been incorporated in the second phase that has expanded the original six phases to ten phases. The gender violence component will be strengthened through monitoring of the incidence of GBV at the outset and after implementation.

Strengthening of action plans through additional content and practise on climate change and sustainable development; care work and local economic development, and also IT skills of councillors will be strengthened as part of the communications component.



In Lesotho, GL seeks to expand the initial base of 10 COE's to encompass at least 30 councils or more by 2015¹.

Objectives

GL is canvassing the concept note with donors and partners to:

- Raise support for the roll out of the COE's to at least 30 councils by 2015, the deadline for the achievement of the 28 targets of the SADC Protocol on Gender and Development.
- To train the gender focal persons, principal district gender officers and gender champions of the local councils to assist with the roll out of the COE process.
- Popularise and enhance application of the SADC Gender Protocol through the village workshops that accompany the COEs and incorporating its targets in the local gender action plans.
- Raise support for in-country Gender Justice and Local Government summits to be held in Lesotho March each year, starting in 2013, leading to the regional summit in April
- Test GBV indicators at the local level and use these to measure the impact of gender and local government initiatives, as well as build up data bases that can be used to gauge the level of gender violence at national level. This information is vital for measuring the extent to which countries and communities reach the SADC target of halving gender violence by 2015.

Background

Gender Links is a Southern African NGO based in Johannesburg that has since opened ten legally registered branch offices around the SADC region including Lesotho (see <http://www.genderlinks.org.za/page/lesotho-office>). GL's vision is a region in which women and men are able to fulfil their human potential in both their public and private lives in accordance with the provisions of the SADC Protocol on Gender and Development. GL integrates the targets of the Protocol into its three core programmes: gender, governance and media, (see <http://www.genderlinks.org.za/page/about-us>).



In 2006, GL conducted research on Gender and Local Government in Lesotho as part of its seminar research study: At the Coalface, Gender and Local Government in Southern Africa – see <http://www.genderlinks.org.za/page/at-the-coalface>.

In 2007, GL in collaboration with WLSA and MGYSR launched research on gender and governance in Southern Africa in Lesotho. This workshop led to a draft gender strategy for local government that included developing gender action plans in each of the 10 districts – see <http://www.genderlinks.org.za/page/governance-policy-and-action-plans>.

The first phase of the project involved a broad - brush approach in which GL sought to ensure that gender and local government is placed firmly on the agenda. The Centres of Excellence process arose from the realisation that the only way to make a difference at the local level is to start council by council. GL identified ten councils in each of ten countries for the pilot phase of the COE's. This began with six stages that expanded to ten stages with the following important additions:

- Content of the action plan has been strengthened to include local economic development including care work (the unwaged work of women) and climate change.
- The strategic communications module now has a specific module on IT aimed at ensuring proficiency and empowerment in this area.

- The targets of the planning framework have been aligned to the SADC Protocol on Gender and development.
- Monitoring and evaluation has been strengthened through the administering of a score card at the beginning and end of the process. GL now proposes to strengthen this even further by monitoring the prevalence and attitudes towards GBV at the beginning and end of the process. The aim is to show the community that SADC Gender Protocol target of halving gender violence by 2015 can be achieved.

In Lesotho, GL piloted the COEs in five councils before the 2011 elections in which GL trained women candidates as part of the 50/50 campaign.

The Current Situation

Currently there are 87 councils in Lesotho. They consist of community councils, urban councils, district councils and one municipal council, the Maseru city. GL started the COE process with 10 councils, one in each district. The plan for the next year will be to roll out the COE process to include the 10 new councils - **See annex A.**

Achievements

- From the current COE's that GL is working with five of the ten community councils have been able to develop their own gender action plans
- Lesotho held a well attended training of trainers workshop, that included Gender Champions, Gender Focal persons and Principal District Gender Officers to equip them with skills to roll out the COE's process
- 20 women from the 10 COE councils taken through women in politics training - in particular gender concepts, governance, electoral laws and political campaigns
- Momentum built for commitment to the 50/50 campaign to ensure that through new local government electoral system, Lesotho maintains gender parity.
- The cyber dialogues
- 30 best practices from Lesotho show cased in the three Gender Justice and Local Government Summits: 2010, 2011, and 2012 – see <http://www.genderlinks.org.za/page/governance-advocacy>.

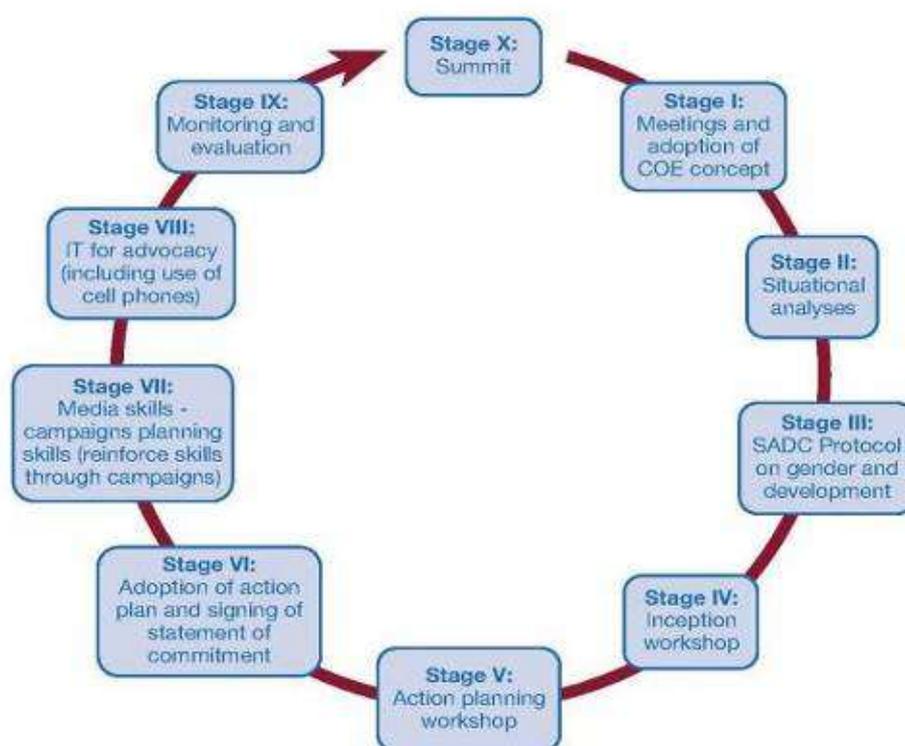
Cascading the COE's

Rationale for the COE roll out

The COE model, that has the endorsement of UNHABITAT, is a sustained way of ensuring gender responsive service delivery that contributes to poverty reduction, sustainable development, combating HIV and AIDS and reducing the burden of care on women.

The stages covered are illustrated in the diagram below:

Stages in the Centres of Excellence



Key principles of the COE model include:

Strategic objective	Stage	Who
Political support: Getting buy-in at decision-making level and launching of the action plan, signing of a statement of commitment to ensure implementation	1, 6	GL, DGO.
An evidence-based approach: Conducting a situation analysis that is council-specific and will help to address the needs of that council.	2	GFP
Community mobilisation: SADC Gender Protocol village level workshops that familiarise communities with the provisions of the sub-regional instrument and empower them to hold their council's accountable	3	GC
Context specific interventions: Conducting council-specific gender and action plan workshops that localise national and district gender policies and action plans.	4,5	GL, DGO, GFP, GC
Capacity building through on-the-job training with council officials and political leaders.	7,8	GL media specialists, linked to Sixteen Days of Activism Campaigns,
Application of skills: Assisting councils and		

Strategic objective	Stage	Who
communities to apply these new skills through running major campaigns, e.g. 365 Days to End Gender Violence; the 50/50 campaign etc.		GFP
Monitoring and evaluation: Administration of score cards and other monitoring and evaluation tools that can be used to measure change in the immediate, medium and long terms.	9	GL, DGO
Knowledge creation and dissemination: Working to gather and disseminate best practises, case studies, etc. that can be presented at the annual gender justice and local government summit and awards that provide councils and communities with a platform to learn from each other on empowering women and ending violence at the local level.	10	GFP, GC (GL, DGO)

The key issues to be addressed through the COE model, and how this will be achieved, is summarised in the table below:

Problem	How addressed
<i>Institutional</i> - Gender-neutral service delivery - local councils have limited technical capacity and specific skills to prioritise and mainstream gender.	Cascading the COE process in Lesotho through: training District Gender officers as COE trainers, empowering local gender champions to support COEs; rolling out COE training to identified councils. The COE initiative takes councils through a process that is incremental; applied; demonstrates results and benefits and is affirmed through the annual Gender Justice and Local Government Summit.
<i>Poverty reduction</i> - Women and other vulnerable groups excluded from service delivery	Including local economic development, climate change and sustainable development and unpaid care work into gender action plans that are costed, monitored and evaluated for delivery and impact.
Insufficient responses to and inadequate services for GBV survivors and victims.	Conduct baseline GBV prevalence surveys; develop prevention and response strategies that will more effectively address GBV and enable local authorities to measure levels of violence and change over time.

Partners

GL's most critical partner is the Ministry of Youth, Gender, Sports and Recreation (MYGSR). GL has worked closely with this Ministry in the process of cascading the COE process through the principal district gender officers that co-facilitate the COE workshops and advocating for the 50/50 campaign of gender mainstreaming at local government level.

Ownership and impact

The evidence-based and process-driven approach adopted by GL has resulted in a high level of ownership among the local councils. At the stage 1 of the COE process GL holds a round table meeting with the council management and councillors for buy in for this process. This process is a key role in the decision to focus on how the councils can own this process of gender mainstreaming. The pilot phase of 10 COEs since 2009 displayed an even stronger demonstration of results as ownership and the impact it's creating at local level.

The Lesotho COE 50/50 COE Campaign Synopsis

This case study concerns the 50/50 campaign that GL ran with its ten COE's in Lesotho when councils dissolved ahead of the elections in October 2011. It shows that despite the change in the quota and electoral system that led to a drop in women's representation from 58% to 47% nationwide, most of the COE's managed to retain or increase the levels of women's representation. The representation of women in the COE's was affected by a 2-percentage point decline from 46% to 48%.

Background

Lesotho's local elections are held on a First Past the Post (FPTP) basis. In the first local government elections in 2005, Lesotho had a 30% legislated quota attained through the reservation of one third of electoral divisions for women only. In addition to this guaranteed 30%, women won 28% of the seats in the openly contested elections, resulting in women occupying 58% of the seats in local government: the only area of decision-making in SADC in which women predominated.

However, the quota resulted in a High Court challenge ahead of the elections. Although the High Court upheld the Electoral Law on grounds that the Constitution permitted affirmative action, a quota relying on reservation did not sit comfortably with the electorate. Indeed, these tensions resulted in the postponement of the April 2010 local elections to allow for a review of the electoral law.

After the resistance to the reserved seats in the 2005 local elections, and with mounting opposition to the quota in the 2011 elections, the Independent Electoral Commission (IEC) paid a visit to Tanzania to study the system there that is based on women contesting in the FPTP elections, with an additional 30% of seats allocated on a PR basis. The Lesotho Council of NGOs convened several joint meetings with the Independent Electoral Commission (IEC) to look for solutions. Women in Law Southern Africa, the focal network for the Southern Africa Gender Protocol Alliance in Lesotho, played a leading role in advocating for a new system to ensure the retention of the principle of gender parity in line with the SADC Protocol target of equal representation of women and men in all areas of decision-making by 2015. In January 2011, parliament passed an amendment to the Local Government Election Act. This provides for:

- One- third special seats for women drawn from party lists that shall be determined in proportion to the total number of votes attained by each political party.
- In order for a party to qualify for special seats, it must field candidates in at least one third of the electoral divisions.
- Each party to arrange the candidates in order of preference, with the list closed until the next election.
- In addition, women could contest in the openly contested seats.

Why a 50/50 campaign

Civil society organisations including Gender Links took up the challenge to mount a 50/50 campaign to ensure that through a combination of the 30% seats allocated on a PR basis and those won through the open elections, Lesotho would continue to carry the banner of gender parity in local government. The campaign sought to equip women politicians with knowledge and skills on gender, issues of governance, electoral laws and running political campaigns. The final COE stages involve developing and implementing a campaign. In Lesotho, GL COE's focused on the elections. GL opened the training to existing and potential councillors, as some councillors indicated that they did not wish to stand a second term.

Activities

- Two - day training and campaign workshops for potential women candidates were held in the 10 Centres of Excellence in Gender Mainstreaming councils.
- Approximately 20 women from each of the 10 councils participated in the workshops.
- The local councils were used as the workshop venues that ensured ownership by the council and also cut down on costs.
- Categories of women who attended the training included: independent women candidates; those belonging to the ruling party and main opposition parties, etc.
- The content was derived from GL's 'Getting Smart' training manual; the content was contextualised, simplified, translated and customised to suit the literacy levels of the women
- Key modules of the training included: gender concepts, gender and governance, leadership-position of women in Lesotho politics, profiles, and campaigns as communication strategies.
- Lesotho's Ministry of Gender and Youth, Sports and Recreation (MGYSR) continued to



MYGSR gender officer co-facilitating a workshop

give their support through the District Gender Officers who co - facilitated the workshops

- The IEC national office granted permission to work with its voter - educators across the country and the purpose of this was to explain the amended electoral law and procedure on how allocation of special seats for women in local government would be attained.

Challenges

- Many of the participants had no previous knowledge of gender.
- Low levels of literacy.
- Lack of spousal and family support; and this was largely perpetuated by

stereotypes and the belief that women cannot make it in politics (this created self-doubt).

- The long travelling distances had a direct impact on campaigns – so women were not always able to leave their families for periods of time.
- Party loyalty overriding gender commitment.
- For many, the training was a first experience in campaign running with limited financial experience and budgets.

Outcomes

- Overall, according to the IEC, women won 281 of the 950 openly contested seats, or 29.5%.
- In addition, the electoral law allocated 319 seats to women on a PR basis, giving women 600 out of 1269 seats or 47% of the seats.
- This is a decline from the previous level of 58%. However, the Tanzania model a) generated less controversy; and b) leaves the country within close range of parity.
- The table shows that the ten CO's started with a level of 46% women and this declined by only two percentage points to 44%.
- While a few councils experienced a decline in women's participation most managed to hold the line or increase women's participation.

- The training resulted in increased knowledge gained by the women participants on gender, elections and women's need to be represented and to participate in decision-making processes.
- The training exposed women for the first time to the SADC Gender Protocol, etc.
- Participants attained practical skills e.g. writing their own profiles and doing mock interviews, etc.
- There was a level of elevated confidence and solidarity amongst women (the facilitator received continuous comments of gratitude and positive feedback).
- The women kept diaries of their experiences that can be used to write a book.

Next steps

- Assist women in writing of 'I stories' post elections.
- In collaboration with the Alliance National Focal Point, re-launch the 50/50 Campaign.
- Resume and deepen the COE process with the new councils; ensure that gender is mainstreamed in all new policies and plans.

Challenges/Risks

↑ Risk	Comment	Contingency plans
Physical risks		
Lack of infrastructure	During winter, GL's work in Lesotho is always affected by snow and rain. Often GL is not able to access councils as the mountains are covered in snow and because there no proper roads on route to certain councils, access is difficult as pot holes are everywhere	Purchasing of a 4x4 vehicles to access councils more easily.
IT	Part of the capacity building is introducing participants to the Internet and showing how the internet can be used as a tool for advocacy and also making every voice count. Many of the community councils do not have electricity and this could hamper the training	Engage local internet cafe owners and bring them on board as part of the public participation/ community mobilisation aspect to ensure that their internet cafes can be used for the training.
Capacity		
Staff capacity	GL Lesotho has few staff at the moment but they work with and through partnerships with local NGOs, ministries, councils, etc.	GL Lesotho needs to employ more staff in light of the magnitude of the COE process. Go into strategic partnerships and joint ventures with other NGOs.
Environmental risks		
Number of Community councils and distances between councils	Lesotho has 64 community councils and is spread far and wide due to geographical features of the country. The weather also often hampers travel to far councils, especially in winter. This can become a challenge in selecting the councils who wish to become part of the COE process	Do a SWOT analysis of what would work best for both councils and organisations. Plan timeously around when to host workshops and in which areas.
Political risks		
Lack of buy-in and	Councils might not view gender mainstreaming as an issue for their	Provide councils with context related evidence (research) as

↑ Risk	Comment	Contingency plans
support by politicians and council administration for process	particular council and would choose not to become part of the COE process	to why it is important for them to take up issues of gender mainstreaming. Use the current MOU with the MGYSR to show councils the importance of the process to their government
Economic risks		
Councillors are paid small stipends	Often councillors cannot afford to travel to workshops and then organisations have to pay allowances for them to participate. This can put strain on the project budget if not addressed early	Engage councils around accommodation close by the workshop venue; Engage government departments who have government vehicles to assist in transporting participants to workshop venues
High cost of community level workshops	Transport to and from Maseru to community councils is high because of the mountainous terrain of Lesotho	GL has learned from previous experience and costed community level workshops realistically. Cost sharing between donors will help to ensure that the costs can be shouldered and quality outputs delivered

Ideally, every council should be a COE for mainstreaming gender. In Lesotho, GL would like to expand from the initial pilot of 10 councils to at least 30 to include municipal, urban, district and community councils by 2015. This strategy has the support of some civil society organisations and the Ministries of Gender and Youth, Sports and Recreation and of Local Government and Chieftainship. There are several avenues that have been canvassed for cascading the COEs. These involve working with and through the existing structures of local governments and councils through Training of Trainers who would consist of:

- **Gender focal points:** The MYGSR has several District Gender Officers in councils across Lesotho. Where these exist, GL will seek to equip them to roll out the COE process.
- **Gender champions,** who have emerged from the first phase of COE work. By having gender champions that function within these councils it becomes possible and also easier to sustain the COE activities and hold partners accountable for ensuring the cascading and ownership of the COE process.



Gender officer co-facilitating a stage 4 workshop at Sanqebethu cc

From mid 2012, the strategy for cascading the COE's will be reviewed to include:

- **Peer learning** amongst councils, both vertically and horizontally, as it is important for councils to be able to learn from each other and transfer skills across councils. GL

will not be able to reach all councils in the Lesotho but through peer learning and advocacy peer educators can reach other councils within the county.

- **Twinning arrangements** between larger and smaller COE's will ensure the creation of a network and database of country resources across the country. These details are being worked out within the country.

Funding sought for the cascading of the COE's

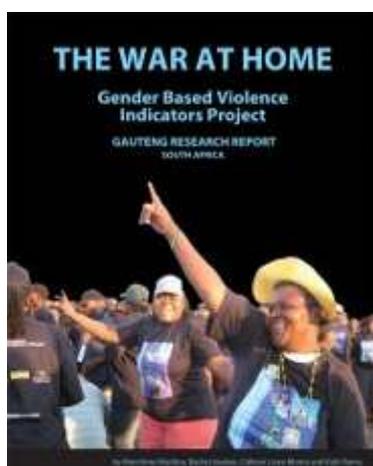
This includes:

- Training of trainer workshops.
- Logistic costs for the rollout per stage.
- Facilitator costs for the rollout per stage.
- Conducting a research on Gender based Violence

Plan for cascading in stages

Stage	Detail	Responsibility	Budget implications
1	Buy in	CM/GFP	Transport for GL staff
2	Situational analysis	GFP/GC	No budget implications
3	Village workshop	Councillors/GC	Travel and lunch expenses for GC
4	Inception workshop	GFP/DGO	Workshop expenses(accommodation and lunch, participants transport and staff)
5	Action planning	CM/GFP/DGO	Workshop expenses(accommodation and lunch, participants transport and staff)
6	Adoption of action planning and signing	CM/GFP/DGO	No budget implications as this will be done during the council meeting Transport and accommodation for staff
7	Media skills	Media COE/DFP/DGO	IT equipment hiring, staff accommodation, travel, lunch and transports for participants
8	IT	Media COE/DFP/DGO	IT equipment hiring, staff accommodation, travel, lunch and transports for participants
9	M&E	CM/Councillors	Travel expenses when administering score cards and other different tools
10	Summit	All	Bookings, accommodation for participants, travel, lunch, awards. Stationery

GBV indicators at the local level contributing to national surveys



An important theory of change under pinning this proposal is that is that if gender is successfully integrated in the work of local councils the impact will include 1) reduced levels of GBV and 2) changes in attitude. Therefore In all of the ten countries that the COE model is being rolled out, GL is initiating a project to test GBV indicators at the local level and use these to measure the impact of gender and local government initiatives, as well as build up data bases that can be used to gauge the level of gender violence at national level. This information is vital for measuring the extent to which countries and communities reach the SADC target of halving gender violence by 2015.

The theory of change being tested here is that by instituting a holistic approach to gender equality at the local level that includes the empowerment of

women and changing the attitudes of men, gender violence will deescalate. This is perhaps the most important measure of the success of the COE process. The added advantage is that if the full attitude/prevalence survey is administered in enough communities, this will add up to an overall national Lesotho GBV prevalence survey. The research thus serves a dual purpose: understanding the specific dynamics at a local level as well as building up a national picture. For a national survey, there are other components of the research methodology that can be added: including media monitoring and political discourse analysis. The flagship tool of the research is, however, the prevalence/attitude survey.

The advantage of administering the research from district level upwards is that the research can then provide specific information on localities, as well as an overall national survey. GL is making use of experience in the pilot projects conducted in South Africa, Mauritius and Botswana (see <http://www.genderlinks.org.za/page/gender-justice-measuring-gbv>) to cascade the GBV indicators research to the local level where it will be a powerful tool for measuring level of violence

Funding sought for administering the GBV indicators research at the local level includes:

- Translation of the questionnaire into local languages.
- Programming of the PDA's that are used to administer the research.
- Training researchers (it is hoped that partnerships will be forged with the national university and the Department of Statistics).
- Administering research
- Analysing, documenting and publicising the results.

Lessons Learned

- There is need to lobby more for buy in from the councils and management, with the inclusion and recognition of the ministries at policy level
- The councils need to finalise and have statements of commitment for their action plans
- There is a need to incorporate Gender Champions to help the councils, especially when holding community level meetings
- There is a need for training of trainers to help drive the COE process
- Regular meetings with all the stakeholders and partners for synergies of gender activities
- Strengthen efforts for in country funding



Next steps

The table below shows a detailed table for the next steps to be taken;

EXPECTED RESULTS	TARGET GROUPS	OUTPUTS
A well trained and supported cadre of gender and local government champions and facilitators.	Councillors; council and government officials.	10 district gender offices + 30 councils x 1 Gender Focal Points (GFP) + 30 Councils x 1 Gender Champion (GC) = 70 facilitators trained
30 councils in Lesotho build on the pioneering work of the first five COEs to go through the ten stages of the COE process that includes developing gender and implementing gender action plans	Councils.	10 local authorities x 3 years x 10 stages = 30 councils undergo the ten stages of the COE = 3000 stages with short reports at each stage published on the GL

EXPECTED RESULTS	TARGET GROUPS	OUTPUTS
		website.
Local authorities that are better able to respond to the needs of all citizens particularly the most vulnerable groups such as women.	At least 100 women and 100 men in each of 30 localities = 6000 women and men, including vulnerable groups such as the disabled, widows and migrant workers	30 Gender Action Plans aligned to the SADC Gender Protocol including flagship programmes on Local Economic Development; Climate Change and care work that are costed, monitored and evaluated.
Local authorities that are more accountable to their constituencies and ensure the participation of all citizens within their localities particularly women		30 village workshops on the SADC Protocol on Gender and Development.
Implementation of local economic and sustainable development strategies to reduce poverty; mitigate the effects of climate change and address other environmental challenges		30 action plans and strategic campaigns on LED, poverty and Climate change mitigation strategies and action plans.
Baseline data on the prevalence of GBV in localities that results in a national GBV survey and provides locality-specific information that is used to strengthen local level efforts to end GBV in line with the SADC Protocol on Gender and Development target of halving GBV by 2015.	Survivors of GBV, vulnerable groups	400 questionnaires x 10 districts used to draw local profiles and national data on the extent, effect, support, prevention of GBV. The survey will also provide indicators of underlying attitudes that perpetuate or mitigate GBV. 80 I stories or first hand accounts of GBV.
Tangible evidence that local government can contribute to gender justice and economic empowerment that leads to poverty alleviation.	Councillors, officials and communities involved in the project.	At least 30 x 3years= 90 case studies presented at the national and regional Gender Justice and Local Government Summit; compendium of Lesotho local government best practises.

Budget Summary

Item	2012	2013	Secured	Under negotiation	Gap
Summit	R 0.00	R 435,590.00		EU concept note for funding	R435,590.00
TOT	R 110,000.00(GIZ funded)	R 74,580.00		EU concept note for funding	R148,080.00
Roll out	R 429,200.00	R 429,200.00		EU concept note for funding	R858,400.00
Staff costs	R 418,400.00	R 418,400.00		EU concept note for funding	R836,800.00
Operational costs	R 376,800.00	R 376,800.00		EU concept note for funding	R753,600.00
GBV	R 692,460.00	R 615,500.00		UNFPA concept	R1,307,960.00

Item	2012	2013	Secured	Under negotiation	Gap
Indicators Research				note for funding	
Total	R 1,990,360.00	R 2,350,070.00			R4,340,430.00

ANNEX A: Gender representation in the Council's of Lesotho

Old COE's in blue and new COE's in red

District	Local Authority	Women	Men	Total	% women
Maseru					
Community Council	Mohlakeng Community Council	6	8	14	43
Community Council	Makhoarane Community Council	5	8	13	38
BOTHA-BOTHE					
Community Council	Likila Community Council	7	12	19	37
Community Council	Ts'a-le-moleka Community Council	9	9	18	50
LERIBE					
Community Council	Ramapepe Community Council	9	12	21	43
Community Council	'Maoa-Mafubelu Community Council	12	11	23	52
BEREA					
Community Council	Senekane Community Council	7	11	18	39
Community Council	Kanana Community Council	6	8	14	43
MAFETENG					
Community Council	Mamants'oo Community Council	8	13	21	38
Community Council	Ts'ana-Talana Community Council	5	9	14	36
MOHALE'S HOEK					
Community Council	Siloe Community Council	9	9	18	50
Community Council	Mashaleng Community Council	5	8	13	38
QUTHING					
Urban Council	Quthing Urban Council	6	7	13	46
Community Council	Qomoqomong Community Council	2	8	11	18
QACHA'S NEK					
Urban	Qacha's nek Urban Council	8	6	14	57
Community Council	Tsoelikana Community Council	19	7	26	73
MOKHOTLONG					
Urban	Mokhotlong Urban Council				
Community Council	Sanqebethu Community Council	8	6	14	57
THABA-TSEKA					
Urban	Thaba-Tseka Urban Council	4	10	14	29
Community Council	Bokong Community Council	11	15	26	42

Notes:

1. Councils highlighted blue are 10 COE pilot councils
2. Councils highlighted red are new COE's

