BOTSWANA
WOMEN'S POLITICAL PARTICIPATION (WPP)
CROSS GENERATION TRAINING
ACADEMY MANUAL



LOCAL ACTION FOR GENDER JUSTICE!!

ACKNOWLEDGEMENTS

This manual has been prepared for the Botswana Women's Political Participation *(WPP) Cross-Generation Academies 2021-2022* that will have a strong focus on *Local Action for Gender Justice*. The training forms part of the International Idea-led consortium of six organisations implementing a three-year project on *Enhancing the Inclusion of Women in Political Participation in Africa*, with the support of the Swedish Development Agency, Sida. Gender Links (GL), a Southern Africa NGO based in Johannesburg, with a Botswana and SADC - liaison office in Gaborone, leads the consortium work in Botswana, and contributes to the work in Zimbabwe and Eswatini. The five other organisations in the consortium are FAWE, FEMNET, IFAN - Gender Laboratory, PADARE, and WLSA. These work in the Democratic Republic of Congo, Eswatini, Cote d'Ivoire, Kenya, Senegal, Tanzania and Zimbabwe. The manual draws on a generic manual for the Academies devised by FAWE. It also draws heavily on the Botswana WPP Policy Brief and Situation Analysis researched and written by GL's Botswana consultant and long-time gender activist, Chigedze Chinyepi. GL Gender and Governance Associate Susan Tolmay compiled the content of the manual. GL Special Advisor Colleen Lowe Morna wrote the communications modules and edited the manual. GL Executive Director Kubi Rama provided programme oversight. Sincere appreciation to International Idea partners, especially WPP Programme Officer Sifisosami Dube, for attending the inaugural academy to test the manual in Palapye, Botswana from 8-15 November. The programme in Botswana, which has a strong focus on local government is being anchored by the four “hubs” in GL's Centres of Excellence for Gender in Local Government - Francistown, Moshupa, Lobatse and Maun. Hubs are pioneers in this ten stage programme that have now graduated to become mentors for neighbouring “spoke” councils. They will, among others, continue to host the cross-generation dialogues that will be kick started at the academies that will bring together a mix of new and old women from all political parties ahead of the 2024 elections. Feedback from participants will be used to improve subsequent editions. Thank you in advance to the dozens of women who will use and apply this resource. We hope to meet them again in the next phase as they become political decision-makers. *Pula!*

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INTRODUCTION

Background

Women's political representation at national level in Botswana is the lowest in the SADC region with just seven of 64 (11%) MPs being women. At the local government level representation is slightly higher at 18%, but still well below the SADC target of 50%. Rather than progress, the country has seen regression in women's representation since it peaked 1999 at 18% for national and 23% for local government. There has been just a two percent and three percent increase in representation in national and local government respectively since independence in 1974. This situation indicates that there are both barriers to women entering and staying in political decision making positions. Even when women gain representation, it is important to note that their influence is limited due to the centralization of party control in male-dominated political party leadership and gendered norms and procedures in political institutions.

A situation analysis conducted by Gender Links in 2020 found a range of formal and informal barriers to women's WPP in Botswana, including culture, custom, religion and tradition, lack of support, socialisation, the electoral system and lack of a quota, the media, access to finance and resources and violence against women in politics. The situation analysis and policy brief recommend electoral reform and a quota for women in politics in Botswana similar to Tanzania, Zimbabwe and Lesotho as part of the Constitutional Review underway in Botswana.

Following on from the situational analysis and findings Gender Links will conduct five cross - generation academies in the country, starting with two locations - Palapye and Francistown in November 2021. The academies will be week-long sessions aimed at enhancing the inclusion and effective participation of women in political decision-making with a strong emphasis on local government. The academies will be hosted by "hub" councils in GL's Centres of Excellence for Gender in Local Government. Hub councils mentor neighouring councils as part of this decade-long programme to promote gender-responsive local governance. The purpose of working closely with the hubs in the Women Political Participation (WPP) programme is to ensure multiplier effects. In the next phase GL will 1. Follow up on the action plans developed during the first phase and 2. Work with II on possible replication of the model through the spoke councils.

Objectives

The objectives of the (WPP) academy training are to equip women with the necessary skills that will enhance their campaigns and advocate better for political positions and leadership and public life specifically to:

- Work with political parties in identifying likely candidates for the 2024 elections in Botswana among existing and new candidates, using this opportunity to advance buy-in for a quota for women in politics as part of the Constitutional Review under way.
- Kick start the cross-generation dialogues and mentorship programme in Botswana.
- Build the capacity of the younger generation of women to participate more effectively and confidently in politics and transformative leadership positions.
- Improve communication skills on campaign strategies, public relations/speaking and self-branding.
- Understand the political landscape, governance and the political system in Botswana.
- Equip women in politics with skills to conduct rallies.
- Create a strong women's caucus across political parties.
- Ensure women understand and actively participate

in the upcoming constitutional review of Botswana.
- Develop individual Action Plans as well as a plan for a mentorship programme between younger and more seasoned women politicians.

Background

Gender Links is part of the International Idea-led consortium of six organisations implementing a three-year project on: ***Enhancing the Inclusion of Women in Political Participation in Africa***. The five other organisations in the consortium are FAWE, FEMNET, IFAN - Gender Laboratory, PADARE, and WLSA. The consortium focuses on eight African countries namely Botswana, Democratic Republic of Congo, Eswatini, Cote d'Ivoire, Kenya, Senegal, Tanzania and Zimbabwe.

The three key components of the project in Botswana are 1) conducting a Situation Analysis of Women's Political Participation 2) Conducting inter-generation dialogues based on this Situation Analysis and 3) Women Political Participation (WPP) Academy, under which the dialogue sessions are implemented. The three-year project is funded by the Embassy of Sweden in Ethiopia, with the overall goal to increasing the political representation and participation of women in the SADC region and in Africa in line with the Maputo Protocol of 2003, the revised SADC Protocol on Gender and Development of 2015, various sub-regional protocols and standards and the Sustainable Development Goals (SDGs).

Gender Links has carved a niche in the area of governance in local government and for the past ten years has been working with Local Government Councils and providing comprehensive data on women's representation, participation and impact in local government in Southern Africa. The Centres of Excellence (CEO) in Gender Mainstreaming in Local Government has been running in Botswana since 2016 working with 32 councils, eight urban and 24 rural, providing sustained interventions that bring together policy, implementation and capacity building through on-the-job training, monitoring and evaluation and sharing good practices.

The COE has evolved into the Hub and Spoke model which further seeks to promote sustainability of the COE model through turning seasoned and committed COEs into champions of the process through peer learning and sharing. The Hub and Spoke Model is one of mentorship, where Councils which, have over the years, demonstrated sustained commitment to mainstreaming gender mentor Spoke Councils in strengthening gender-responsive governance. In Botswana there are four hub and eight spoke councils. Gender Links will focus the academies on WPP at local government level, as the entry point for women into politics.

Methodology

They training will run for one week, covering five modules based on, consortium partner, Forum for African Women Educationalists (FAWE) WPP Academy manual which has been customised to Botswana situation with the assistance of GL's Governance Associate and Special Advisor who co-authored and edited the Africa WPP Barometer. The adapted modules for Botswana are:

- Module 1: Introduction to Politics and Governance Political System in Botswana
- Module 2: Women in Elections. Political Positioning Campaign Fundraising
- Module 3: Communication skills, Public Relations and Branding
- Module 4: Transformative Leadership for women in politics
- Module 5: Action Planning

The programme includes presentations by facilitators, debates, cross-generation dialogues, mock political rallies, media and live radio show. Participants will be trained on all social media

platforms to be able to use social media in their campaigns and self- branding. Senior government officials and an International Idea representative will attend the opening sessions.

Seasoned politicians will share their experiences on their political journey and commit to mentor the young aspiring politicians. The cross-generation dialogue will be an opportunity of peer to peer learning irrespective of their party affiliations. Participants will produce a written profile and one-minute video of self-profiling and branding.

Each module is made up of various tools and resources which will be used to apply your experience and to learn by doing.

	**Case study:** The best learning builds on actual experiences. Some case studies are iconic and bear full mention. Others may soon become dated or might not be relevant to all readers. The handbook shares examples but also encourages users to find their own case studies.
	**Definitions:** Define new words and terms that you will be learning as you work through the manual. There is also a glossary at the end of the manual.
	**Discuss:** Whether in the newsroom, a training class or alone, solutions and insights come through discussion. There is no wrong or right way, but there are certainly better and worse ways of doing things. Discussion leads to better solutions.
	**Exercise:** Get you doings things yourself and in groups.
	**Quick facts:** Facts today will change tomorrow. This handbook is not overladen with facts that can easily be looked up by the reader as and when needed. However, the handbook has some quick facts where these help to explain current realities and prompt us to think about how we can approach things differently.
	**Apply:** How will you put this information to use?
	**Additional resources:** Each one of these topics is the subject of a book all on its own. Resources and links at the end of each chapter provide options for additional reading and depth.

1 INTRODUCTION TO POLITICS AND GOVERNANCE IN BOTSWANA



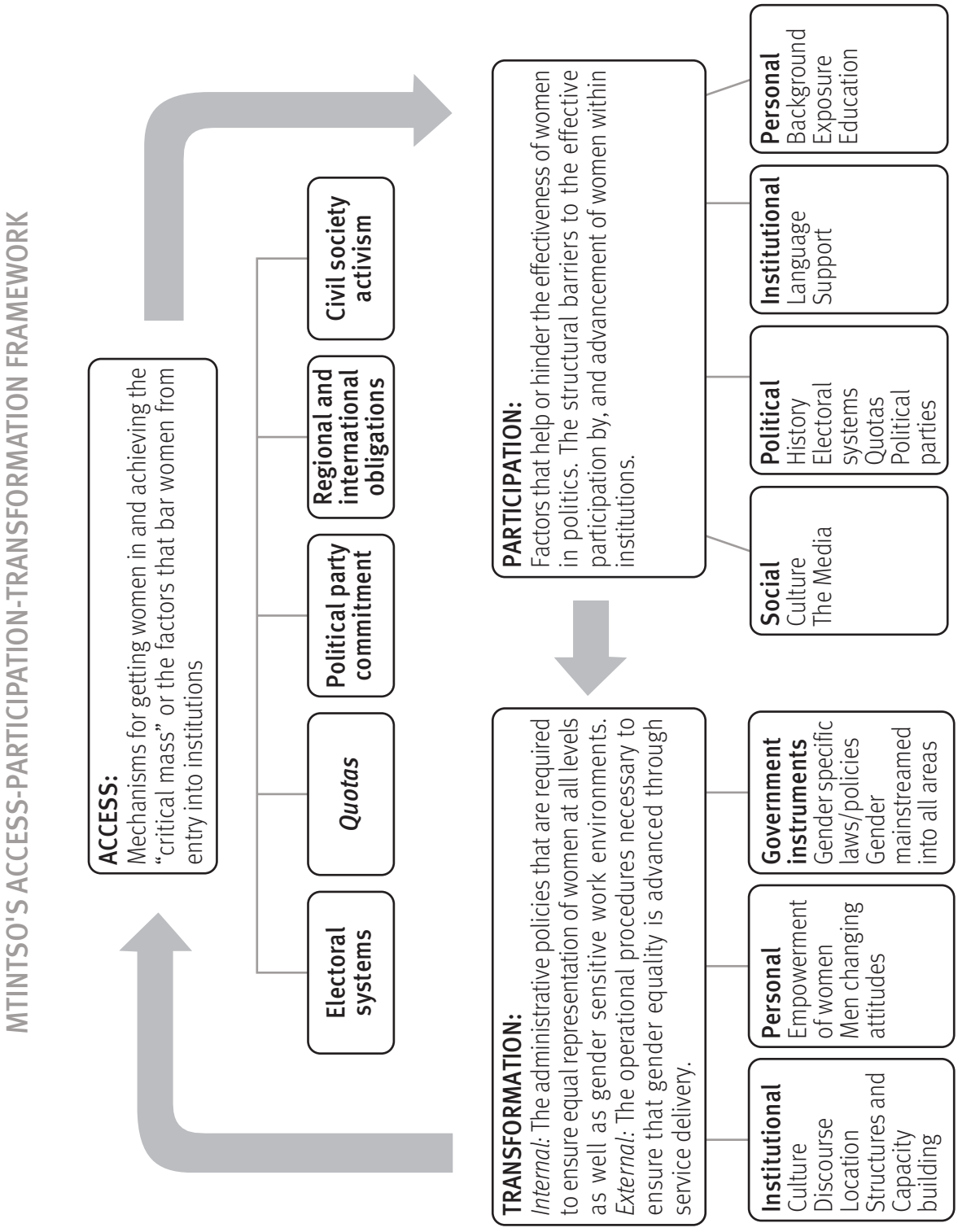
Oranotse M Mpudi the Voice News Papare Photographer presenting on the importance of Media. Photo: Keletso Serole

The objectives of this module are to:

1. Understand the global regional and national context of women's political representation.
2. Understand the connections between electoral systems and quotas and women's representation in political decision-making.
3. Discuss the barriers to women representation and effective participation in political decision-making, and identify strategies to overcome these.
4. Debate electoral systems and quotas to and options for Botswana.
5. Discuss and understand the importance of engaging young women in politics.

GENDER AND GOVERNANCE

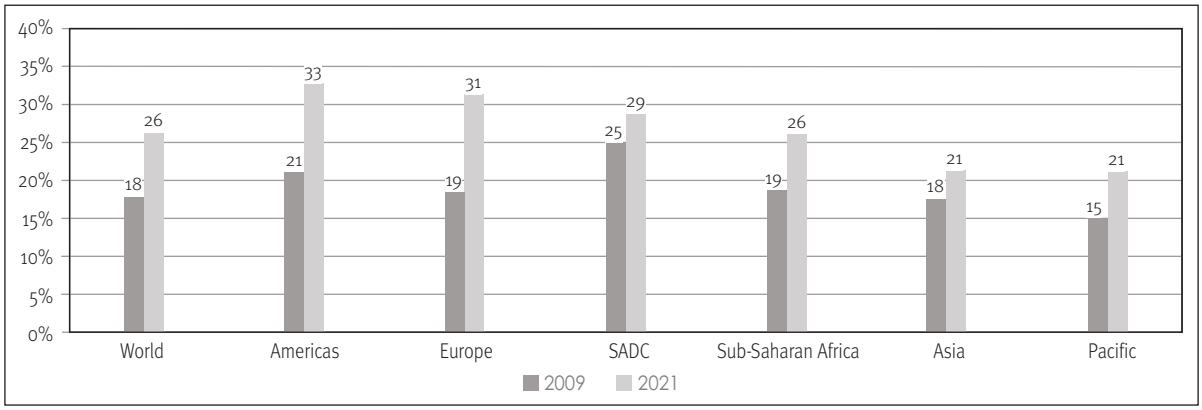
As illustrated in the framework below developed by Thenjiwe Mtintso, SA ambassador to Cuba, Chair of GL and former Chairperson of the Commission on Gender Equality, there is a close link between how an institution is constituted and defines itself, and its ability to be an agent for transformation in any society:



WOMEN'S POLITICAL REPRESENTATION - GLOBAL REGIONAL AND NATIONAL CONTEXTS

Global context

Women in Parliament (both houses) - Global 2009-2021



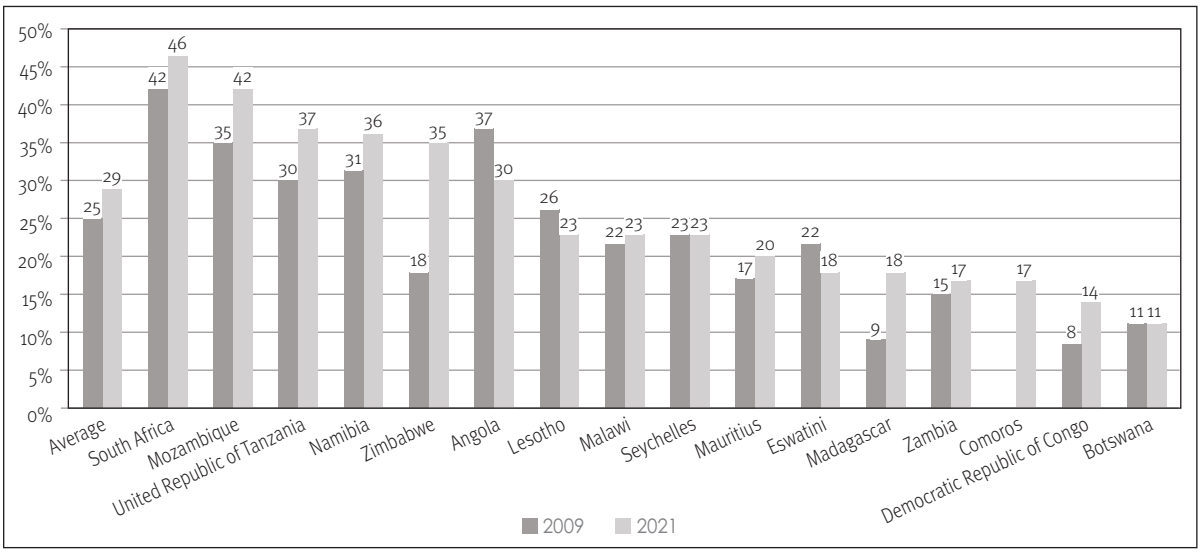
Source: Inter-Parliamentary Union (IPU) Open Data, accessed 2 October 2021.



Study the graph above and write down three key observations

SADC Regional context

Women in Parliament (upper and lower house) in SADC 2009-2021

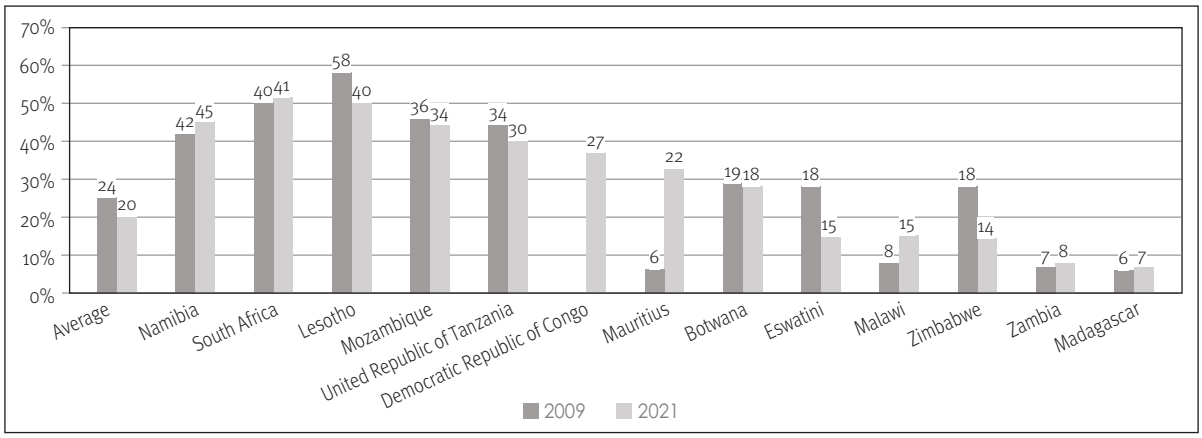


Source: Inter-Parliamentary Union (IPU) Open Data, accessed 2 October 2021.



Study the graph above and write down three key observations. How does Botswana fare?

Women in local government in SADC 2009-2021



Source: Inter-Parliamentary Union (IPU) Open Data, accessed 2 October 2021.



Study the graph above and write down three key observations. How does Botswana fare?

Botswana context

Representation of women in Parliament in Botswana (1994 - 2019)

Year	1994	1999	2004	2009	2014	2019
No of Men	40	36	55	57	57	**57**
No of Women	4	8	7	7	6	**7**
% Women	10%	18%	13%	11%	10%	**11%**

Source: IEC, 2019 Botswana General Elections Results.

Representation of Women's in Local Government in Botswana (1994 - 2019)

Year	1994	1999	2004	2009	2014	2019
No of Men	341	312	387	399	473	**498**
No of Women	60	93	102	88	116	**111**
% Women	15%	23%	21%	18%	19%	**18%**

Source: African elections. tripod.com -2004; 2019 Botswana General Elections Results.



Study the tables above and write down key observations about women's representation in parliament and local government in Botswana over the past 25 years

QUICK FACTS

- Globally women's representation in parliament has increased by just seven percentage points over the last decade, from 18% in 2009 to 26% in 2021. SADC comes third in the world, after the Americas and Europe.
- At 29% the representation of women in SADC parliaments is higher than the global average but still far from 50%.
- Women's representation in SADC has increased by just four percentage points over the last decade.
- Rwanda has the highest proportion of women in parliament with 61% of parliamentarians being women.
- Women's representation in parliament (upper and lower houses combined) in SADC has increased by just three percentage points over the last decade, from 25% in 2009 to 28% in 2021.
- Women's representation in parliament in SADC is three percentage points higher than the global average.
- With just 11% women MPs, Botswana ranks last in the SADC Region and 192 in the global ranking.
- Women's representation in local government in the SADC region has regressed over the last decade from 24% in 2009 to 20% in 2020.
- In Botswana 18% of local councillors are women.
- Countries with the highest proportion of women in decision use the Proportional Representation (PR) electoral system in conjunction with some form of temporary special measure (TSM).



Why is a woman's place in politics

For women and women's rights

- **Improved public opinion of women's abilities.** Women are increasingly viewed as talented and trusted public leaders.
- **Greater attention to domestic violence.** Female councillors are educating the public about domestic violence laws, essential in post-conflict environments, where domestic abuse tends to worsen.
- **Party support of female candidates expanded.** Secure verbal commitments from political parties to include quotas for women on party lists.

For the nation as a whole

- **Cross-party communication advanced.** Participating in capacity-building programs and the caucus helps forge cross-party alliances among female politicians.
- **Cooperation between government and civil society increased.** Through programs like WPP and partnerships like consortium, women are fostering dialogue among sectors of society and bringing a grassroots perspective to policymaking.
- **Government more accountable.** Female leaders in local government push for budget transparency and oversight, challenging traditional local patronage systems that breed corruption.
- **Policy priorities more closely aligned with Community needs.** Women are more knowledgeable than men counterparts about Community development priorities.



Group discussion and report back to plenary

In small groups discuss the formal and informal barriers women face when entering and participating in political decision-making. What are the strategies to overcome these barriers?

Formal barriers		Informal barriers	
Barrier	Strategy to overcome	Barrier	Strategy to overcome



Strategies for effective political participation

Gender-sensitive parliaments remove the barriers to women's full participation and offer a positive example to society at large. Parliaments can create the enabling environment for women's effective participation. Setting up specific structures dedicated to promoting gender equality in parliament, policies and legislation is a key strategy.

- ***Gender equality committees*** have proven to be the most successful in the adoption of gender-sensitive and gender-friendly legislative frameworks. These groups are dedicated to promoting gender equality inclusive policies and procedures and have the power to introduce new legislation.
- ***Multi-portfolio committees*** cannot dedicate their attention solely to gender equality issues, but apply gender-sensitive and gender-mainstreamed approaches to the range of legislative proposals that they consider. Multi-portfolio committees with a specific gender equality mandate contribute to the empowerment of elected women representatives by developing their skills in drafting laws and in oversight and outreach.

- ***Parliamentary women's caucuses and councils*** play important roles in advocacy and awareness-raising activities, and cultivate relationships with actors outside elected office. Their contributions are tangible in advocating for equal representation of women and men in elected office through temporary special measures, engaging in public awareness-raising on policy-related issues, and promoting gender-sensitive legislative reforms. As many caucuses do not have the power to initiate or draft legislation, they can influence parliament through research, awareness-raising and collaboration with external gender advocates. Caucuses can also play a role in creating legislative voting blocs). A successful voting bloc not only requires sufficient numbers of parliamentarians but also a willingness and ability to work across party lines, in some cases defying the orders of party leaders and whips and voting counter to the party line. In addition to lobbying for the adoption of gender equality legislation, parliamentary women's caucuses have proven effective in achieving gender-sensitive reforms to parliamentary rules of procedure.
- ***Internal party networks*** work to build the capacities of female parliamentarians. Internal party mentoring initiatives are growing in popularity based on their success. Although many mentoring initiatives focus on building the capacities of women to run for local or national elected office, the involvement of women parliamentarians in these activities speaks to the impact that parliamentary gender equality groups can have on empowering women as political actors.



Group discussion, feedback to plenary

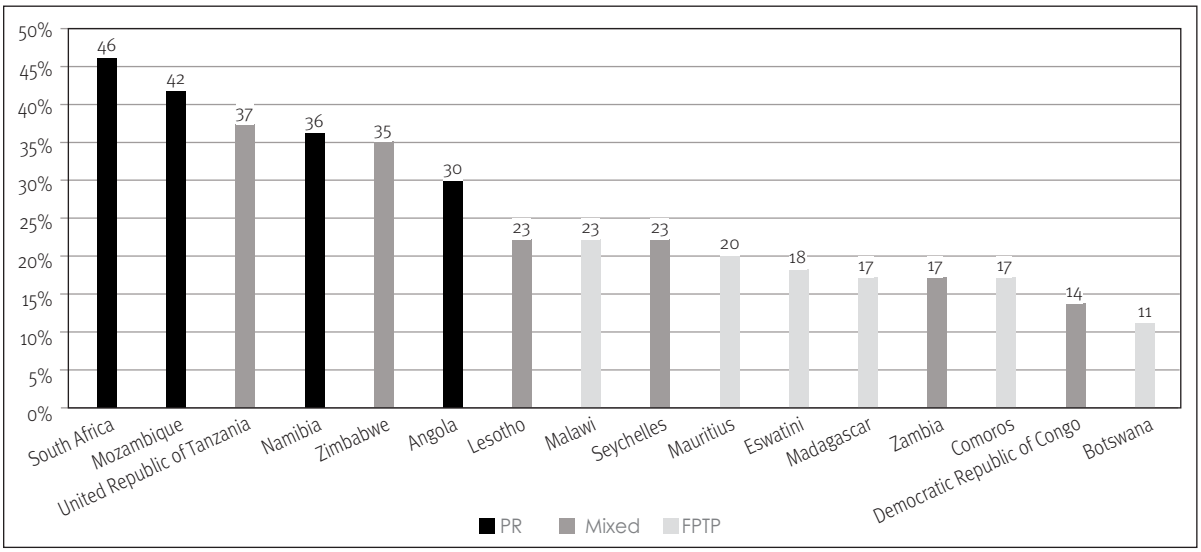
Guiding questions

1. Why should women participate in politics?
2. What kind of structures can you set up in parliament, councils or political parties that will foster an environment of collaboration and learning?
3. What are some of the key gender issues you need to address in your constituency? What actions can you take?

ELECTORAL SYSTEMS AND QUOTAS

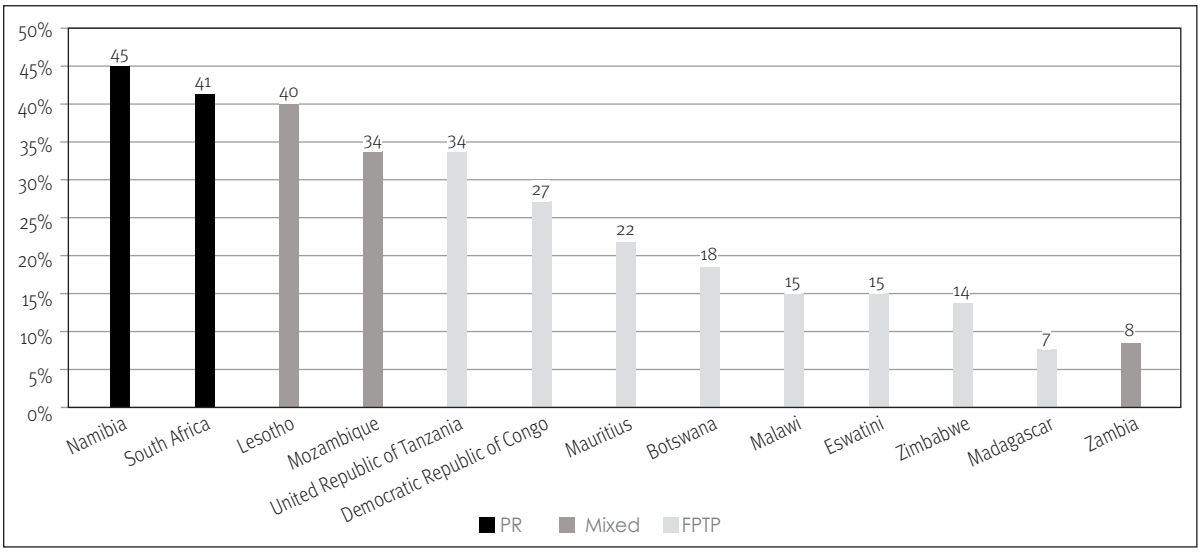
What difference does the electoral system make?

Women in parliament (both houses) in SADC by electoral system 2020



Source: Inter-Parliamentary Union (IPU) Open Data, accessed 2 October 2021.

Women in Local government by electoral system



Source: Inter-Parliamentary Union (IPU) Open Data, accessed 2 October 2021.



Study the graphs above and what are your key observations about electoral systems and women's representation in parliament and local government?



Electoral systems provide the framework for the electoral process; they create order for the electoral process and ensure compliance. The electoral system may be set out in the Constitution, or in the Electoral Law, or both. Electoral systems may be changed or adapted, to suit particular needs and circumstances. Electoral systems and TSMs have a key bearing on the extent of women's political participation in every country in the world.

There are three main types of electoral systems used in the SADC region:

- In the *Proportional Representation (PR)* or "list system" citizens vote for parties that are allocated seats in parliament according to the percentage of vote they receive. Individual candidates get in according to where they sit on the list. In an open list system, voters determine where candidates sit on the list. In a closed list system, the party determines where candidates sit on the list, although this is usually based on democratic nomination processes within the party.
- In the *Constituency* or "*First Past the Post*" *(FPTP)* system, citizens vote not just for the party, but also for the candidate who represents the party in a geographically defined constituency. Thus a party can garner a significant percentage of the votes, but still have no representative in parliament, because in this system "the winner takes all".
- The *mixed system*, which includes components of both the PR and FPTP systems, provides for both direct election of constituency representatives and for a political party addressing issues of accountability and inclusiveness.

The Electoral system mandated by the Constitution of Botswana is the First-Past-The-Post (FPTP) where "the winner takes all", meaning the candidate just needs a simple majority to win the election. The legal provisions that cover elections in Botswana are the Botswana Constitution, Electoral Act and Local Government (District Councils) Act.

Temporary Special Measures (TSM)/ Quotas
TSM are a form of affirmative action or equal opportunity measure targeted at addressing the slow pace of change in the participation of women and minority groups in areas of society where they are historically underrepresented.[1] There are three main types of TSMs 1) Constitutional - in which the TSM is provided for in the country's constitution; 2) Legislated - in which the TSM is provided for in electoral legislation and 3) Voluntary party - whereby political parties voluntarily adopt a quota. There is no quota in Botswana

Possible combinations of TSM and electoral systems

Type of quota	FPTP	PR system	Mixed PR and FPTP
Voluntary party TSM	E.g. Zimbabwe ZANU PF and MDC Alliance subscribe to gender parity in their Manifestos	E.g. Frelimo in Mozambique	E.g. SA local government - ANC voluntary quota
Constitutional or legislated TSM-reserved seats	E.g. Lesotho In 2006 local election - a third of seats were reserved for women - it has since been changed	In the senate in Zimbabwe, 60 of the 80 senate seats are distributed on a PR basis	E.g. The Tanzanian and Zimbabwean constitutions reserve 30 % of seats for women (distributed on a PR basis)
Constitutional or legislated TSM-reserved candidature	In the local elections in Mauritius, one third of the candidates have to be a different sex	E.g. Local government elections in Namibia, one third of the candidates have to be women	In the national elections in Lesotho, women must comprise at least 50% of the PR candidates (who constitute 40% of the total)

Source: Gender Links 2021.

The table show that it is possible for any type of quota to be combined with any type of electoral system to increase women's political representation, showing that Botswana could adopt a quota even without changing the electoral system as there are examples of countries using the FPTP electoral system and having a quota.

[1] McCann J. 2013 Electoral Quotas for Women: an International overview at http://wwwaph.gov.au/About_Parliament_Departments/Parliamentary_Library/pubs/rp/...

Comparative experience from the region - The cases of Zimbabwe and Mauritius

Mauritius: Making quotas work in elections and beyond

Strategy and tactics - a gender neutral quota



Mauritius uses the FPTP electoral system. In 2011, following intense lobbying by the Southern African Gender Protocol Alliance in Mauritius led by GL, Media Watch Organisation (MWO) and Women in Networking (WIN) Mauritius amended its Local Government Law ahead of elections scheduled for July 2012. The Act requires that political parties field a minimum of one-third of candidates of either sex for the general municipal and village council elections. Articles 12 -13 of the Southern African Development (SADC) Community Gender Protocol aim to achieve equal representation and participation by women and men in all areas of decision-making including the use of affirmative action measures as provided for in Article Five. The legislation not only advances Articles 12-13 of the SADC Protocol -which calls on member states to ensure 50% women's representation in decision-making positions Mauritian Prime Minister Navin Ramgoolam supported the quota.

Finding women candidates: Gender Links, Women in Networking (WIN) and gender activists took to the streets to find women candidates. Barriers cited by women included financial, family, lack of confidence and multiple roles. Conducting campaigns at night; lack of transport as well as some women being illiterate were also major constraints.

Profile and participation: Ministers and gender activists financed workshops in six localities of Mauritius. GL trained 182 women. Ministers and high-level officials opened the workshops and committed themselves to make space for women, to encourage them to stand as candidates in the local elections. Councillors also helped by engaging with participants on how Councils work. GL partnered with other NGOs such as Women in Politics a branch of Women in Networking to maximise impact.

Delivering results: When elections came in December 2012, women won 36% of the seats in the municipal, and 26% in village elections to give an overall proportion of 26% - four times the previous level.

Zimbabwe: Quota is a significant victory for Women in Local Government Forum and civil society



On 7 May 2021 President Emmerson Mnangagwa signed the Constitutional Amendment bill into law amending section 277 on Elections to Local Authorities to provide for the PR electoral system and 30% at the local government level. This is a significant victory for women and women's rights in Zimbabwe, especially women in local government, and the result of an intensive lobbying strategy.

In 2020 Gender Links in partnership with the Women in Local Government Forum (WiLGF), made a submission to parliament recommending that the Zimbabwe Constitution Amendment No 2 Bill (31 December 2019) extend the quota at the national level to the local level to give effect to Article 17 of the Constitution.

The lobbying has involved constant engagement using various strategies with like-minded organisations and stakeholders including UNWOMEN, the Ministry of Local Government and Public Works, Ministry of Justice, Zimbabwe Electoral Commission (ZEC), Zimbabwe Local Government Association, Women in Local Government Forum, civil society organizations and the media.

On 10 December 2020 some 400 members of the Women in Local Government Forum (WiLGF) made a submission directly to Zimbabwe President Emmerson Mnangagwa at the "Meet the President Indaba". The women demanded that quota be extended to local government elections. They also argued that the Constitution be amended to provide that all political parties field equal numbers of male and female candidates whether in PR or FPTP seats at national or local level.

Presenting the WiLGF submission, Councillor Idirashe Dongo, Chairperson the Midlands chapter of the Women in Local Government Forum from Zibagwe Rural District Council, declared that "women's representation at the local level is critical for prioritising women's practical and development needs as well as localising the Sustainable Development Goals through policy decisions on education, primary healthcare, water and sanitation, transport and a host of other services."

The President supported a 30% quota for women in local government at the Indaba and requested that the Minister of Local Government begin the process. The Cabinet promptly approved the principles for the amending the Constitution and approved the 30% quota for women in local authorities. This was followed very swiftly by the President signed the constitutional amendment bill into law, just five months after the submission was made to the President directly. This also shows what is possible with political will.



Group Discussion and feedback to plenary

Guiding questions

1. What do these case studies tell you about lobby and advocacy for quotas?
2. What are the options for Botswana? What electoral system, type of quota?
3. Are there opportunities to call for a constitutional review?
4. What strategies can you use in Botswana to lobby for a quota?
5. What are some the obstacles and how can you overcome these?

Debate on electoral systems and quotas - the role of political parties

Panel of politicians from all political parties will debate electoral reform and quotas.

Debates on WPP and quotas

In November 2020 Gabz FM - a local Radio station, offered two radio slots for the debates on quotas in Borswana. Panellists included Joy Phumaphi - Former Minister of Health, Florence Shagwa - Botswana Congress Party, Women's wing; Daisy Bathusi - Botswana Congress Party, Women's wing; Motamma Horatius - Councillor, Gaborone City Council; and Elsie Alexander- (gender activist).

The debate was taken to the general listenership that included a diverse group of people whose contributions made the discussions lively and interactive. The debate showed encouraging public support for a change to the electoral system and adoption of a quota.

In support	Against
Our Constitution does not embrace gender equality. All International and regional instruments signed and ratified, lack of political will to domesticate and implement them, The SADC Protocol on Gender and Development calls for 50% of women representation at all levels of decision making. Nothing has been done. Socio -Economic factors contribute to women's poor performance just at primary level elections of party campaigning stage	This is democracy, why should you women be given positions on a silver platter, they must go out and compete with men, they demand equality, they must fight for it like men. They have been given special nomination and special election at both Council and Parliament respectively
This is an opportune time for Botswana as there is some indication that there will be review of the Constitution. We must take advantage of that and ensure that the either Quota or PR, even mixed. FPTP alone can never work for us. We must not wait to start the review process in 2022, it will be too late for the numbers to increase in 2024 elections. Our leader can say good thing, but what they say is opposite of what they say.	Women are in the majority; they must vote for each other. They are the ones who vote for men in their parties, as opposed to women in other political parties.
The Constitutional review will allow for quotas for women. There must be a deliberate discrimination to accommodation women's participation in politics. Political education must be extensive, like what the first caller said, it shows we lack political education. Cultural and Religious barriers must be removed.	
We just saw what Joe Biden of United State of America did, he has Kamala Harrison as his Vice President, even though in Southern African Robert Mugabe had his Vice President a woman -Joyce Mjuru was short lived; It is step in the right direction women are capable of leading as much as men or even better as earlier on alluded to. We must change the Constitution to include that when the President is a men, Vice President must be a woman, vice versa.	

What do Political Parties say about gender?

Rapid gender analysis of political parties

Name of Party	Ruling/ Opposition	Party leader gender	Quotas	Gender Mainstreaming/ Other References
Alliance for Progressives (AP)	Opposition	Male	Yes	The AP manifesto mainstreams gender; propose to introduce a hybrid electoral system that will enable the introduction of a quota system.[2]
BotswanaCongress Party (BCP) - member of the Umbrella for Democratic Change (UDC)	Opposition	Male	Yes	BCP has a 30% quota, but is not implemented. As a member of the UDC their manifesto has mainstreamed gender.[3]
Botswana Democratic Party (BDP)	Ruling	Male	No	The BDP manifesto focuses on GBV and how they intend to address that; the manifesto also highlights that they would undertake a comprehensive Constitutional review which will remove all discriminatory provisions in favour of more inclusive ones.[4]
Botswana Movement for Democracy (BMD)	Opposition	Male	No	Nothing on quotas mentioned in their manifesto.
Botswana National Front (BNF) - member of the Umbrella for Democratic Change (UDC)	Opposition	Male	Yes	BNF is a member of the UD, will use special nomination to empower under-represented constituencies: A UDC government will reserve at least two thirds of the positions of specially elected members of parliament and councils for disadvantaged minorities, women, youths and other marginalised groups".[5]
Botswana Patriotic Front (BPF)	Opposition	Male	No	Partially recognises gender mainstreaming, but no quotas in the manifesto.
Botswana Peoples Party (BPP) - member of the Umbrella for Democratic Change (UDC)	Opposition	Male	Yes	BPP is a member of the UDC, their manifesto has mainstreamed gender. A UDC government will reserve at least two thirds of the positions of specially elected members of parliament and councils for disadvantaged minorities, women, youths and other marginalised groups.
Real Alternative Party (RAP)	Opposition	Male	Yes	The RAP manifesto partially mainstreamed gender, it goes further to recognise gender beyond men and women and include other groups such as the Lesbian. Gay, Bisexual, Queer and Intersex (LGBTQI) people.[6]

Source: Gender Links - Botswana Policy Brief 2019.

[1] McCann J. 2013 Electoral Quotas for Women: an International overview at http://wwwaph.gov.au/About_Parliament_Departments/Parliamentary_Library/pubs/rp/...
[2] Alliance for Progressives Manifesto
[3] Botswana Congress Party Manifesto
[4] Botswana Democratic Party Manifesto
[5] Umbrella for Democratic Change Manifesto
[6] Real Alternative Party Manifesto



Group discussion and feedback to plenary

Guiding questions

1. What do party Constitutions and Manifestos say about gender and quotas?
2. Do party Constitutions need to be amended? Can you lobby for this?
3. What are the main arguments you come up against in your parties about quotas?
4. How can women across political parties lobby together for a legislated quota?
5. What are the options for a multi-party women's caucus?

Debate on electoral systems and quotas - the role of political parties



Africa is a young population. Children under age 15 account for 41% of the population in 2017 and young persons aged 15 to 24 account for an additional 19% representing 60% of Africa's population, making Africa the world's youngest population.

Four of the ten countries with youngest population are in Southern Africa - Angola, DRC, Mozambique and Zambia. However, it has some of the oldest leaders. The average age of the ten oldest African leaders is 78.5, compared to 52 for the world's ten most-developed economies.

Young people are the future of any democracy. Today's youth are tomorrow's leaders, and they can already bring new ideas to solving the world's problems. There is growing recognition of the role that youth can play in governance and political decision making.

However, with only around 2% of MPs under 30, young people continue to be severely under-represented in parliament, which can compromise the legitimacy and effectiveness of the institution. In Botswana 16% of MPs are under 45 years old.



Cross generational dialogue

Guiding questions

1. What is the proportion of young women in parliament or local government in Botswana?
2. Are the formal and informal barriers the same for young women, are there additional barriers because of age?
3. How can these barriers be overcome - lessons from seasoned politicians?
4. What would an enabling environment for young women politicians look like?
5. What is the role that seasoned politicians can play in inspiring and supporting young and aspiring women leaders to advance in the political arena?
6. How can you create an open platform for all women to participate and network together, building solidarity and support structure?



APPLICATION: How will you apply what you have learned in this module?

2 WOMEN IN ELECTIONS, POLITICAL POSITIONING CAMPAIGN FUNDRAISING



Botswana's first lady marching during 16 days of activism. Photo: Mboy Maswabi

The objectives of this module are to:

1. Understand violence again women in politics.
2. Understand the role of political parties throughout the electoral process from recruitment to election of women.
3. Understand political positioning, constituency and manifesto building.
4. Understand campaign financing and start to develop fundraising strategies.

VIOLENCE AS A BARRIER TO WPP

Panel discussion with women councillors on violence against women in politics



Group discussion and report back to plenary
In small groups discuss what you understand as GBV. How does it manifest in the political and electoral processes? How has violence affected you?

Violence Against Women in Politics (VAWP)[1]



Violence against women in political life is any act of, or threat of, gender-based violence, resulting in physical, sexual, psychological harm or suffering to women, that prevents them from exercising and realizing their political rights, whether in public or private spaces, including the right to vote and hold public office, to vote in secret and to freely campaign, to associate and assemble, and to enjoy freedom of opinion and expression.[2]



A GBV Indicators Research Project in Botswana undertaken by Gender Links and the Women's Affairs Department (WAD) found that Over two thirds of women in Botswana (67%) have experienced some form of gender violence in their lifetime including partner and non-partner violence. A smaller, but still high, proportion of men (44%) admit to perpetrating violence against women.

[1] We are using the term violence against women in politics (VAWP) as it is broader than the term violence against women in elections (VAWIE) which is used in other literature.
[2] UN Women and UNDP, 2017. Preventing Violence Against Women in Elections: A programming guide. P. 23

Nearly one third of women (29%) experienced Intimate Partner Violence (IPV) in the 12 months to the prevalence survey that formed the flagship research tool in this study. In contrast, only 1.2% of Batswana women reported cases of GBV to the police in the same period. Thus the prevalence of GBV reported in the survey is 24 times higher than that reported to the police. This suggests that levels of GBV are far higher than those recorded in official statistics and that women have lost faith in the very systems that should protect them as well as offer redress.

Patriarchal attitudes are a significant underlying factor driving the incidence of GBV in Botswana. While women and men affirm gender equality in the public domain this has not translated in their private lives particularly in their intimate relationships.

While the findings from the survey and police data show that GBV is the most flagrant violation of human rights in Botswana at the present time, only 6% of the 188 speeches by politicians over the last year focused on GBV while 9% made some mention of the scourge. Only 5% of monitored news articles from Botswana covered GBV and in these perpetrators were three times more likely than to be heard than survivors. The media still reports on GBV in sensational

Botswana laws do not specifically address violence against women in elections. VAW is dealt with the existing laws that address violence such as the Penal Code Chapter 08:01 and the Domestic Violence Act Chapter 28:05. Section 114 of the Electoral Act prohibits "acts or incites another to act in a disorderly manner for the purposes of preventing the transaction of the business for which the meeting was convened or has in his possession an offensive weapon or missile". The Electoral Act does not address violence against women in elections specifically.



What can and should your political parties and the IEC be doing to prevent VAWP

GROOMING AND SUPPORT

Panel discussion on the role of political parties in grooming women for leadership, primaries and holding positions withing parties



What is the role of political parties in recruiting women

Guiding questions

1. Are political parties active in recruiting women to participate in politics?
2. What, if anything, makes women as appealing, or perhaps more appealing, than their male counterparts as an asset to their party?
3. How political parties increase a woman's political involvement or her decision to run for office?
4. What needs to be in place for political parties to be more likely to advance a woman into a leadership position?
5. Once nominated, what does your political party do in terms of grooming women for leadership positions and elections.

SUMMARY OF ENTRY POINTS FOR PROMOTING WOMEN'S POLITICAL PARTICIPATION IN POLITICAL PARTIES

I. INTERNAL PARTY ORGANISATION

Legal framework and governing documents are gender sensitive	Measure taken to promote women's participation in governing structures and decision making	Women's wing established and strategically positioned in the party	Targets set for women's participation in party conventions	Gender equality perspective mainstreamed in policy development

II. PRE -ELECTION PERIOD

Candidate recruitment	Funding and Financing
Establish consensus among party leadership to promote women's electoral participation	Provide women with skills to raise money, campaign and build name recognition
Consider adoption of voluntary quotas for women candidates and formalize recruitment rules	Establish or tap into fundraising networks for women candidates
Enforce candidate quota rules	Establish an internal fund or provide subsidies for women
Identify incentives to attract women and encourage them to join the party such as capacity building or advocacy	Consider earmarking a proportion of part finances (including from public sources if available) for women candidates training
Form strategic partnerships and gain support from men	Form partnerships with international organisations and CSOs

III. ELECTION PERIOD

Campaign period	Election Day
Build women's capacities to campaign and consider twinning or mentoring first time candidates	Ensure women are trained and included as party agents at polling stations
Ensure women's visibility in the electoral campaign and access to the media	Ensure monitoring included a gender perspective and ensure safety of women
Ensure party manifesto articulate policy on gender equality and disseminate to voters	Women trained and included as election monitors
Mobilise women to register and vote; provide gender sensitive voter information to women and men	
Ensure candidates safety during campaigning and keep party supporters in line where there is potential violence	
Ensure coordination among CSOs and organisations providing support to women candidates	

IV. POST-ELECTION PERIOD
Women elected
Undertake gender equality assessment; develop gender action plan within the party
Provide capacity building and strengthen legislative skills of elected women
Promote gender sensitive political reforms to institutions, particularly parliament/local council
Encourage formation of cross-party caucus and support its functioning
Sensitise party members about gender equality and work with men

SOURCE: Empowering Women for Stronger Political Parties, National democratic Institute (NDI).

POLITICAL POSITIONING, CONSTITUENCY AND MANIFESTO BUILDING



Group discussion and report back to plenary
What do you understand by the term political positioning?

QUICK FACTS

Political positioning is the deployment of a person's political tools, such as its political reputation, government relations and public affairs professionals, political capital, campaign financing, and political clout, to put the person in the most advantageous place and at the most advantageous time to achieve the most advantageous public policy solutions. It is about seeking and securing competitive political advantage over politicians and her peers in the opposition.

There are certain requirements for the positioning of candidates for attaining a desirable mandate. In this regard, the candidate must have a probable political image. And the main thing, the candidate should have proper positioning, according to the structure of the electorate that is such a determination of all the social groups with the help of which she can win the elections.

Constituency building



How do you understand constituency building, why is this important?



Constituency building should be viewed as a means of influencing public opinion and motivating people to take collective action to achieve a desired social or policy change, which in this case is gender equality. Constituency building is about building a support base for progress towards gender equality. It involves resourcing for social advocacy on gender equality and intensive efforts towards partnerships and alliance building.

Since the First World Conference on Women in 1975 called for the establishment of national machineries for the advancement of women, governments have made efforts to integrate gender considerations by elaborating national gender plans, mainstreaming gender into processes related to planning, the elaboration of national development strategies, national security plans and environmental policies. However, these efforts will not yield results if there is a lack of constituency building with non-government actors. Since then, many methods have been crafted as a way of achieving gender equality by civil society, governments and the private sector. Continuous review of these processes always links to the need for constituency building as a means of achieving gender equality.

What makes constituency building an integral part of gender equality is the intersectional nature of gender with all aspects of humanity. Viewed as the culturally specific set of characteristics that identifies the social behaviour of women and men and the relationship between them, gender is therefore reflected in all aspects of life. Building constituencies enhances identifying lines of congruence in various regions throughout the world in terms of gender terminology.

Effective Manifesto Building



Group discussion amd report back to plenary

- How are women involved in manifesto building in your political party?
- What role have you played in Manifesto building?
- What makes a Manifesto effective?

A manifesto is a publication issued by a political party or individual candidate before a General Election. It contains the set of policies that the party stands for and would wish to implement if elected to govern.

A manifesto will help women spread their message as wide as possible so be clear on your intentions and ideas. This is your opportunity to inform the voter about you.

Manifesto's should be **SMART**

- **Specific:** what do you want to do?
- **Measurable:** How will you know when you've achieved it?
- **Achievable:** It is in your power to accomplish it?
- **Realistic:** Can you realistically achieve it?
- **Time-bound:** When exactly do you want to accomplish it by?



Sitting in a group of four or five, the gather the best ideas to include in the manifesto and present the ideas to the group of all participants and sort ideas in order of convincing from strong ideas to weak ones.

CAMPAIGN FINANCING

Panel discussion on campaign financing

The Electoral Act Sections 80-89 provides for elections expenses and election agents. Section 81 provides that the election expenses for any candidate shall not exceed P 50,000. Section 80(2) prescribes what will not be deemed as election expenses. There is no state financing of political parties in Botswana, nor is there any law regulating political party funding or expenditure.

Women's inability to pay even candidate registration fees can exclude them from the standing for elections, let alone having sufficient funding throughout the electoral process, including money to transport potential voters to rallies, feed them, print t-shirts, fliers, paying campaign teams, among others.

"In almost every general election held every five years, more women lose the race at the early stage of primary elections at party level. This deficiency is mostly caused by lack of resources to help women's campaigns; women start from a position of inequality to be competitive with their male counterparts," Monica Tabengwa, a human rights lawyer in Botswana, interviewed for Botswana Situational Analysis

"Political funding is crucial for women in politics, their portion must be higher than that of men as this will be a way of affirmative actions to close the inequality gap between women and men. This will finance expenses that come with campaigns as a package thought to end of election. Funding should come from government; government should fund all parties including opposition is that we are not on the same level when approaching financiers, they don't get better recognition as opposed to the ruling party. So, if all parties get a certain % across the board; women should get a higher % than that of men. The political play field is not level; hence women need to be supported better than men." BDP women's wing Treasurer Orefitlhetse Masire interviewed for Botswana Situational Analysis



Group discussion

Guiding questions

- What are the biggest challenges with regard to campaign financing?
- What are the causes of these challenges and how can they be overcome?
- What skills development do you need?
- What should political parties do to assist women in campaign financing?

Myths and Truths about fundraising

Myth	Truth
Only people with a lot of money donate to political parties.	• It is not just the wealthy who are willing to be political donors. • In many countries, the people who earn the least amount of money give the largest percentage of their income away. • It is possible to raise large sums of money in small amounts.
If I ask someone for money, I will make them angry.	• Sometimes, we are concerned that we will insult someone if we ask them to contribute to our political party or campaign, or we think we will have to offer them something in return for their contribution. • The truth is that when you are asking someone to contribute to your party, you are asking them to take leadership and to support your party's or campaign's vision for the country and the future. People are often honoured to be asked to play such a role.
Fundraising is only about money.	• Money is important, but it's not everything. • If a supporter is not able to give money, they might be able to provide office space, office supplies, computers, printing, air conditioning, internet access, transportation, bathroom supplies, food and refreshments, etc., or to host an event for the party or candidates.
It doesn't matter what the law says; no one will ever find out.	• Voters are skeptical about the relationship between money and politics and, frankly, they should be. • Everything that you do as a political fundraiser must be legal, moral and ethical. • Know the law: who can give, how much, when and what has to be publicly declared. If the law does not exist or is unclear, set your own standards, make them honourable and stick by them. • Always ask yourself: how would I feel if this appeared in the newspaper (or if my mother found out)?
Fundraising is begging or shameful.	• Political fundraising is not begging and should not be considered shameful or embarrassing. • Political fundraising is a form of specialized marketing, connecting the vision of the party to individuals who want to see that vision become a reality. • Raising money for politics is about getting people involved in political events that affect all of society. • Asking people to become more invested in their country's political future should be perceived as an honourable request rather than an embarrassing or awkward one.
We don't need to go out and find donors; they will find us!	• Money rarely finds its way to your campaign all by itself. • This type of specialized marketing requires research and outreach to identify and communicate directly with prospective donors. • The only way to raise money is to ask for it!

Source: Regional Academy Learning Manual on WPP (FAWE).



Role play - in groups of two role play a situation where you approach the party or other donors for campaign financing - how will you do this?

Things to consider:

- What is your strategy?
- Who will you approach for funding?
- How will you present your case and frame the ask?



APPLICATION: How will you apply what you have learned in this module?

NOTES

3 COMMUNICATIONS SKILLS, PUBLIC RELATIONS AND BRANDING



Hon Keabonye Ntsabane WPP Situational Analysis Launch Gaborone Botswana. Photo: Mboy Maswabi

The objectives of this module are to:

1. Understand they different kinds of communication and tools and how these can be used effectively.
2. Build capacity on public speaking and how to use media in advocacy and in messaging.
3. Build confidence of politicians to use social and mainstream media.
4. Develop self-branding personal profiles.

COMMUNICATION

Broken Telephones



Participants stand in a circle. A message is whispered into one person's ear and this should be whispered on to the rest. The last person should say what message they finally received. This should be compared to the original message.

Try to find out where and how the message broke down?

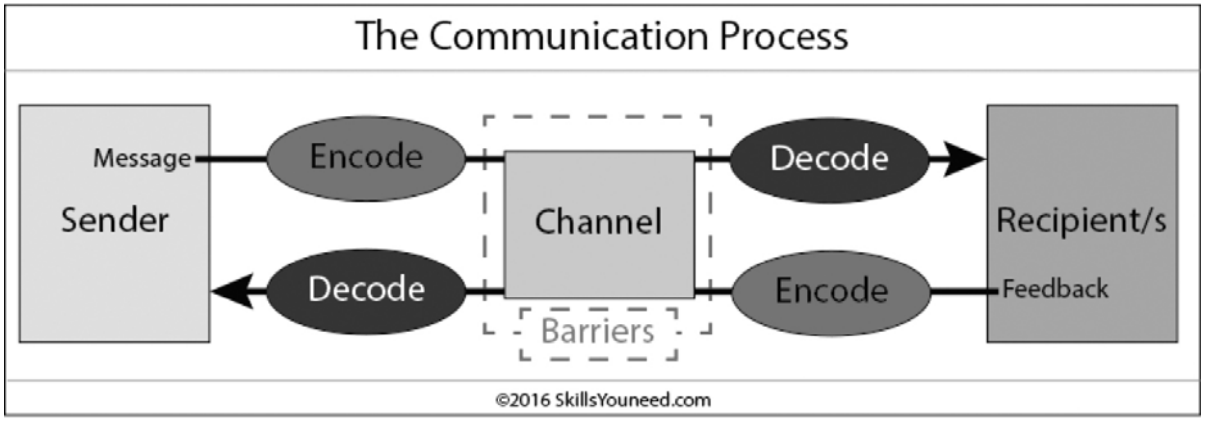
What is communication?



Communication is conveying a message from one party to the other in the most effective way possible. The way in which the effectiveness of the message is measured is by the feedback that is received.

Communication is the process of sending and receiving messages through verbal or nonverbal means, including speech, or oral communication; writing and graphical representations (such as infographics, maps, and charts); and signs, signals, and behaviour. More simply, communication is said to be "the creation and exchange of meaning."

The Communication Process



A message or communication is sent by the sender through a communication channel to a receiver, or to multiple receivers.
The sender must encode the message (the information being conveyed) into a form that is appropriate to the communication channel, and the receiver(s) then decodes the message to understand its meaning and significance.

Misunderstanding can occur at any stage of the communication process.
Effective communication involves minimising potential misunderstanding and overcoming any barriers to communication at each stage in the communication process.

An effective communicator understands their audience, chooses an appropriate communication channel, hones their message to this channel and encodes the message to reduce misunderstanding by the receiver(s).

They will also seek out **feedback** from the receiver(s) as to how the message is understood and attempt to correct any misunderstanding or confusion as soon as possible.

Receivers can use techniques such as **Clarification** and **Reflection** as effective ways to ensure that the message sent has been understood correctly.

Senders and receivers are of course vital in communication. In face-to-face communication the roles of the sender and receiver are not distinct as both parties communicate with each other, even if in very subtle ways such as through eye-contact (or lack of) and general body language.

There are many other subtle ways that we communicate (perhaps even unintentionally) with others, for example the tone of our voice can give clues to our mood or emotional state, whilst hand signals or gestures can add to a spoken message.

In written communication the sender and receiver are more distinct. Until recent times, relatively few writers and publishers were very powerful when it came to communicating the written word. Today we can all write and publish our ideas online, which has led to an explosion of information and communication possibilities.



How do you understand *effective* communication, what are the key components of effective communication?

Effective communication

Communication channels is the term given to the way in which we communicate. There are multiple communication channels available to us today, for example face-to-face conversations, telephone calls, text messages, email, the Internet (including social media such as Facebook and Twitter), radio and TV, written letters, brochures and reports to name just a few.

- *Spoken or Verbal Communication:* face-to-face, telephone, radio or television and other media.
- *Non-Verbal Communication:* body language, gestures, how we dress or act - even our scent.
- *Written Communication:* letters, e-mails, books, magazines, the Internet or via other media.
- *Visualisations:* graphs and charts, maps, logos and other visualizations can communicate messages.

Choosing an appropriate communication channel is vital for effective communication as each communication channel has different strengths and weaknesses.

For example, broadcasting news of an upcoming event via a written letter might convey the message clearly to one or two individuals but will not be a time or cost effective way to broadcast the message to a large number of people. On the other hand, conveying complex, technical information is better done via a printed document than via a spoken message since the receiver is able to assimilate the information at their own pace and revisit items that they do not fully understand.

Written communication is also useful as a way of recording what has been said, for example taking minutes in a meeting.

Encoding Messages
All messages must be encoded into a form that can be conveyed by the communication channel chosen for the message.
We all do this every day when transferring abstract thoughts into spoken words or a written form. However, other communication channels require different forms of encoding, e.g. text written for a report will not work well if broadcast via a radio programme, and the short, abbreviated text used in text messages would be inappropriate if sent via a letter.

Complex data may be best communicated using a graph or chart or other visualisation. Effective communicators encode their messages with their intended audience in mind as well as the communication channel. This involves an appropriate use of language, conveying the information simply and clearly, anticipating and eliminating likely causes of confusion and misunderstanding, and knowing the receivers' experience in decoding other similar communications. Successful encoding of messages is a vital skill in effective communication.

Decoding Messages
Once received, the receiver/s need to decode the message. Successful decoding is also a vital communication skill.
People will decode and understand messages in different ways based upon any *Barriers to Communication* which might be present, their experience and understanding of the context of the message, their psychological state, and the time and place of receipt as well as many other potential factors.

Understanding how the message will be decoded, and anticipating as many of the potential sources of misunderstanding as possible, is the art of a successful communicator.

Feedback
Receivers of messages are likely to provide feedback on how they have understood the messages through both verbal and non-verbal reactions.
Effective communicators pay close attention to this feedback as it the only way to assess whether the message has been understood as intended, and it allows any confusion to be corrected. Bear in mind that the extent and form of feedback will vary according to the communication channel used: for example feedback during a face-to-face or telephone conversation will be immediate and direct, whilst feedback to messages conveyed via TV or radio will be indirect and may be delayed, or even conveyed through other media such as the Internet.

Different approaches to communication
Now think of some of the techniques that you can use to relay information to others. If you think of communication as an umbrella, what are some of the different forms of communication that you would find under it? What are the differences between those forms of communication?





Give one example of when you would most likely use each one of these approaches

Tips: Here are some examples:

APPROACH	COMMENT	EXAMPLE
Advocacy	Believing in and vigorously conveying a message, but often on behalf of others.	You take up protests on behalf of landless rural women.
Campaigning	Also vigorous, but may be for yourself (e.g. in politics).	In order to advance the chances of the women getting land, you run for parliament.
Lobbying	Targeting the receivers of the message, using personal as opposed to mass communications.	In order to advance the chances of the women getting the land, you approach or caucus women members of parliament.
Networking	Linking with many like-minded people, not necessarily trying to convince them of your point of view, but benefiting in direct and indirect ways from associating with them.	To increase the pressure for recognition of women's land rights, you form an alliance of NGOs on Women's Land Rights.

All these are forms of communication that you are likely to use in one way or the other in your communication strategies.



A **medium** is the channel through which communication is sent. Types of channels include radio, TV, newspapers, magazines, video, film, compact disk or CD, e-mail, websites, newsgroups, posters, pamphlets, stickers, meetings, and new forms of social media.
Media: The multiple ways humans use to communicate with each other.

Kinds of media

MEDIA	EXAMPLES	ADVANTAGES	DISADVANTAGES
Letter box	Posters, pamphlets, stickers	Catchy, recorded, good for branding	Costly to distribute; might be ignored where there are masses around.
Personal	Face-to-face	Most effective, direct, immediate feedback	Costly, human resource intensive.
Traditional	Song, drama, poems, dancing	Easy to identify with and therefore a good means of conveying complex or difficult message; have an element of edutainment	Might be taken lightly, forgetting the message.
Mainstream	Radio, television, newspapers, magazines	Reaches many people, if independent, may be more credible than your "advocacy" voice	No control over the message. Not interactive, therefore no instant feedback except radio/TV talk shows, letters to editor.
Community	The above, but with a specific community focus	A good way to reach specific targets, often more accessible than mainstream media.	May not reach certain people important for your communication strategy e.g. policy makers.
New media	Internet, e-mail, electronic discussion forum, Facebook, Twitter, Instagram, LinkedIn	Cheap, reaches many people, no editorial control, the "freest media"; quick feedback (even real time is possible)	"Free zone" may also invite backlash; access still limited in Africa.

MEDIA ENGAGEMENT



Giving interviews role-play - record an interview between a journalist and a politician on their campaign or any other pertinent issue. Play these back and ask participants to comment.

Tips: The most common pitfall is long sentences and fuzzy answers. This is especially a problem for television, where time is at a premium. Repeat the process after the comments from the floor, and see if the playback and critique helps to improve the quality of the interview.

The Role of The Media

As one of the most powerful tools for politicians and for social awareness, the media is a critical factor in the efficacy of women in politics. All politicians have a love-hate relationship with the media. For women in politics, this relationship is that much more troubled.

In Botswana, the media sector includes television, radio, and print. The media play a key role not only in educating and creating public awareness on gender issues but also support on the national socio-economic and political development agenda. Print and broadcasting media make biased reports of women as followers, sex objects, beauty pageants. These all undermine the ability of women as fit and capable politicians. The media tends to attack women who campaign for elections rather than focus on the issues that they are articulating Media has to date failed to give special coverage to female candidates' campaigns or to interview them, further reinforces their marginalised situation.

Strategies for Using the Media Effectively



Building relationships

- What has been your experience with the media ?
- What are some of the way you can seek to build relationships with the media. Who would you target?
- Are there media women's associations in your country? In what way are you working with them?

Tips: Media practitioners are human beings! Communicating with journalists makes a difference. The first step in establishing and maintaining good relationships with media professionals is to identify the proper person to make contact with, depending on what you which to accomplish.

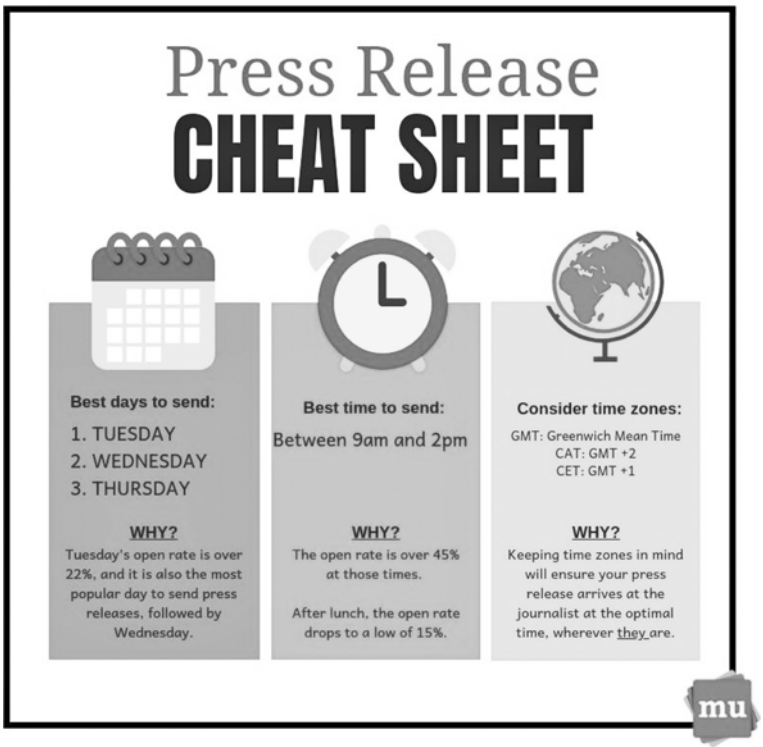
For effectively building and maintaining professional relations with media personnel:
- Professionalism - be factual not rhetoric
- Respect - do not attack a journalist
- Honesty
- Commitment
- Confidence

Tips on pitching a story to the media
- Be creative, but keep your list of ideas short.
- Know your organisation's priorities - what part of an event or issue do you want in the public eye?
- Use statistics wisely - data can be powerful ammunition to back up your arguments, but keep it simple and too the point.
- Reporters and editors are always short on time - if you don't grab them in the first few moments of your pitch, you won't secure their interest.

How to get journalists to attend your event
- Identify what journalists to invite
- Make an innovative invitation
- Argue why your event is newsworthy
- Send out a short innovative press release
- Follow up invitation and press release with calls

Different types of writing
- Press releases
- Opinion and Commentaries
- Letters to editors

Tips for writing press releases
- **Title** - catchy headline of what's most important.
- **Place and dateline** - place and date of the press release.
- **Catchy, informative lead paragraph** which if possible should include the 5 W's: Who, what, where, when, why and how.
- **Three to four paragraphs** outlining the key points in order from most important to least.
- **Contact information** - who should the press contact for more information, Name, position, telephone number, email address



Tips for writing opinions and commentaries

What editors look for?

- The argument or point of view should be right up front in the piece.
- The argument must be strong [passion].
- A strong news peg (i.e. a piece which is based on an event, issue or trend that is topical in the society, as well as forward looking; also can be a new perspective or new/fresh insight into an event or issue
- The argument should be informed - research, data, anecdotes(human interest), national laws, regional and international conventions and declarations (accountability)

What to avoid:

- Do not think that just because you write a piece, you are entitled to space. You must convince an editor why it is important to publish your piece. The piece must be compelling and informative.
- Do not write a piece that is too specialized which can be understood only by a small audience.
- Avoid inaccuracies in facts and data.
- Avoid one-side and unfair arguments. Be balance.
- Avoid a didactic/preachy/prescriptive tone in your piece.

How to pitch your piece:

- Call an opinion page editor, rather than sending unsolicited articles. Better tactic is to go and see the editor and be persistent.
- Have a 2-3 page brief with you when you pitch which outlines the article.
- Know the newspaper you want to publish your article in (know its values, editorial policy, its readers, etc); research the newspaper before you approach it.
- Be brave when pitching your opinion.
- Know the area you are writing about; show that you know the issues well.
- For dailies: allow three weeks lead time to pitch your piece. For weeklies: allow six weeks lead time.

Key Pointers:

- BREVITY
- CLARITY
- KEEP THE ARGUMENT CENTRAL

Tips for letter to the editor

Such a letter could:

- Stress a particular point of view.
- Draw the public's attention to certain facts or occurrences.
- Comment on general issues frequently covered in the media.
- Air a grievance against the newspaper, an organisation, an individual, an institution or a story that has made headlines in the news. NB! Make your letter timely. If you are not addressing a specific article, editorial or letter that recently appeared in the paper you are writing to, then try to tie the issue you are writing about to a recent event.

It is important to:

- Support your facts. If the topic you address is controversial, consider sending documentation along with your letter.
- Find others to write when possible. This will show that other individuals in the community are also concerned about the issue.



Press Release

Using the tips above, write a press release on this meeting, or another event/issue of your choice.

PERSONAL BRANDING



Personal branding is the practice of people marketing themselves and their careers as brands. While previous self-help management techniques were about self-improvement, the personal-branding concept suggests instead that success comes from self-packaging.

It is a way for people to know what you are about through the creation of a cohesive representation of yourself that is portrayed to the world. We all know high profile individuals with a personal brand. Think Nelson Mandela, Oprah Winfrey, Barrack Obama and various other public figures and politicians. They have all established an identity in the public realm - their personal brand - that enables others to have a level of understanding about the type of person they are. Regardless of age, regardless of position, regardless of the profession we happen to be in, all of us need to understand the importance of branding.

Your personal brand is important because it is the image and representation of yourself that others are presented with when they actively seek you in an online environment, as well as the image that you choose to project in face-to-face interactions. Whether we are aware of it or

not, all of our activities online - on Facebook, Twitter or LinkedIn - form an online personal profile that is searchable. And today, more and more employers are using the internet to conduct employment background searches and gauge an idea of the character and interests of their potential employees.

Actively creating a personal brand and representation of yourself online allows you to have a say in how you market yourself and gives you control in crafting an accurate picture of your identity, rather than that happening purely by default. While social networking sites are predominately about engaging in a social environment, it's wise to view them - and be aware of them - as platforms on which you can build your personal brand.



What personal branding tools do you currently use - Individual Profile; Bios; CVs? How can these be strengthened?

QUICK FACTS

How do I build my personal brand?

Your personal brand needs to be constructed so that it is easily articulated in an online environment, as well as clearly communicated verbally and through behaviours and actions.

1. **Start thinking of yourself as a brand**
   What do you wish for people to associate with you when they think of your name? Is there a certain subject matter in which you want to be perceived as an expert or are there general qualities you want linked to your brand? Once you understand how you wish your brand to be perceived, you can start to be much more strategic about your personal brand. This doesn't mean you can't be human. On the contrary, as Michael Simmons writes, authenticity is key in the digital age.
2. **Audit your online presence**
   You cannot mould perception without first understanding the current status. In other words, Google yourself and setup alerts for your name on a regular basis. Cultivating a strong personal brand is just as much about being responsive to what is being said as it is about creating intellectual property.
3. **Secure a personal website**
   Having a personal website for yourself is one of the best ways to rank for your name on the search engines. It does not need to be robust. It can be a simple two to three page site with your CV, link to your social platforms, and a brief bio. You can always expand on the website with time.
4. **Find ways to produce value**
   Someone in your network posts something utterly mundane or ridiculous, and you wonder what compelled them to do so? A medium is not a substitute for a message. Find ways to add value to your audience by creating or curating content that is in line with your brand.
5. **Be purposeful in what you share**
   Every tweet you send, every status update you make, every picture you share, contributes to your personal brand. It is an amalgamation of multiple daily actions. Once you understand how you wish your brand to be perceived, you can start to be much more strategic about your personal brand.
6. **Associate with other strong brands**
   Your personal brand is strengthened or weakened by your connection to other brands. Find and leverage strong brands which can elevate your own personal brand. Start with the three C's: company, college, colleagues. Which school did you attend? Are there groups you can join? An alumni newsletter you can contribute to? What hidden opportunities are available within your company which you have yet to tap? Consider submitting a guest post to the company blog or look at other digital assets you can connect to your brand.
7. **Reinvent**
   A strong personal brand is dependent on a strong narrative. In other words, what is your story?

Profile: Keabonye Ntsabane

I will die a happy person because I have done something for my country



After a long career in gender and media activism Keabonye Ntsabane, fondly known as KB, entered local politics in 2014. With limited time to prepare and campaign, mainly because of the costs of campaigning and the challenges of being a woman in politics in Botswana, and in the opposition, she lost the local government elections by a mere five votes.

Four years on, in 2018, she was recruited by the ruling Botswana Democratic Party (BDP) to stand for elections in Taung village, Ramotswa. She was approached by Vice President, now President, who knew of her activism work, “He knows me because he has seen me in his office talking about gender... asking him to do this and that, he knows that this person can persuade you. I was reluctant but he said, 'you can make it'.” She won the primary elections against four men from the BDP and is now one of five women, out of 11, in her council.

Ntsabane became a gender activist working in the area of women in media and the issue that kept on coming up was 'why can't women make it to decision-making positions, what are the obstacles to women participating in politics?' and after many years of witnessing how few women were entering politics and trying to address these issues from the outside, she decided to see for herself. What she says, is that it is possible, but it's not easy.

One of the main obstacles in standing for elections is economical. Ntsabane tells me that “There are 2,013 constituents that are scattered across her village, with many working the land, making it difficult to access them during the day. So to meet the people you have to have a car and when you bring people together at a meeting they expect you to provide lunch - so you need a car and money for petrol and food, and it all is your own money, but If we work hard with the little resources we have, we can make it.”

Ntsabane has been working on gender issues for over 20 years and remembers when gender equality was still a new issue in Botswana, “we were still talking about Beijing [the Fourth World Conference on Women in September 1995], questioning what gender equality is and people, even at the government level, were not accepting or understanding what gender equality is”. Civil society had to work hard to convince people that gender equality is not about dividing people or that women want to push in. She recalls that it was hard at the beginning but it is easier now, and government and communities are now saying that there must be equal numbers of women at every level - parliament, cabinet, local government.

But she has witnessed change over the last two decades since Beijing after which people started moving together. At the regional level when the women's movement were lobbying for the SADC Protocol on Gender and Development it wasn't easy for heads of state to agree to the asks, but there was a glimmer of hope when countries signed the Protocol in 2008, although Botswana only

signed much later. And now gender equality is mentioned as a key issues in the country's 2036 vision.

Ntsabane attributes the progress to the work of civil society in the country. She remembers how few organisations were working in gender issues when she started, now there are many more dealing with issues such as gender-based violence, the role of men and boys etc. GBV is close to her heart and she has established a trust on GBV in her village. Every 16 Days [of Activism against violence against women] the different villages commemorate the 16 Days. Heads of state also take a lead and these are the issues which show the success of all the work done by NGOs.

Through her work with Gender Links and Botswana Association of Local Authorities (BALA) on gender mainstreaming in councils, the work is ongoing. Gender focal points in councils now take responsibility for the gender activities and also co-fund these with CSOs and sharing of responsibilities, for example 16 days has become an important even on the calendar.



Ntsabane is passionate about gender issues, which she will push in council. She is particularly passionate about GBV, which she established a trust to address. She understands the importance educating people on women in decision making and power sharing to encourage women to stand for election. At the rural level there is more work to be done as much of the work has been focused at the national level, "We need these issue to trickle down from the national level to the grassroots level." In line with this she has managed to reach out to people in villages and has started working with Dikgosi [chiefs/ traditional leaders] to sensitise them about gender and GBV, which she will continue to do as an elected councillor. She believes it is her work in the community and her reputation that she is where she is today.

In 2018 Ntsabane was recognised with an Award from the President, nominated by the community because of the good work that she has done for the country. She was also recognised as a hero in the pension fund calendar. She says "I will die a happy person because I have done something for my country".

What is the most important aspect of the job? She says "It is about caring for the community, being passionate about the people and giving them your heart."

What are the key success factors in this profile?



Write you own personal profile

FIND YOUR BEST ACTION PICTURE TO PUT HERE!

What is your name _____

How old are you _____

Where do you come from? _____

What is your vision for Botswana? _____

What drives and motivates you? _____

How is this linked to your personal background/ circumstances? _____

What is your pledge to voters? Why should they vote for you? _____

What is your campaign slogan? _____

Personal Branding on Social Media

A greater online presence is necessary for personal branding, disseminating products, networking, advertisement of events and creation of online relations with other constituencies and organisations. The Following are the most common Social media platforms (among others), you can utilise for personal branding.



What social media platforms are you on?

Social Media Platform	Yes/No	What do you post?	Frequency of use?
Twitter			
Facebook			
Instagram			
Snapchat			
LinkedIn			



Facebook is a social networking Web site that allows people to communicate with their friends and exchange information. In May 2007 Facebook launched the Facebook Platform which provides a framework for developers to create applications that interact with core Facebook features

How to create the visibility?
- Paid Ads to reach larger audience.
- Sponsored Posts / short videos/ infographics to showcase work.
- Raise awareness on your events, by creating event on Facebook event section.

Getting people to engage by:
- Share a post, photo, video, article or infographic from your page.
- Tag, email or sign a letter to encourage or thank a public figure.
- Post about your cause to inform your networks.
- Share a personal story related to your cause.



Twitter is an example of a micro-blogging service. Twitter can be used in a variety of ways including sharing brief information with users and providing support for one's peers and other networks. Twitter isn't about friending-it's about following. You can follow people you know personally, or artists or projects you're a fan of.

Once you create your account, Twitter offers a kind of set-up wizard to help you get started. If you're into wizards, follow the steps. It'll suggest some accounts to follow to get you started based on your interests

How to create the visibility?
Twitter will continue to offer suggestions for who to follow as you use it. These suggestions will appear in your feed if you're using the app, or on the side of the screen if you're using the website:

- Infuse personality in your profile.
- Keep adding people.
- Learn the habit of using Hashtags: Hashtags are best used for adding to a larger conversation. For example if you're Tweeting about the Sustainable Development Goals, use the hashtag #SDGs to add to the conversation.
- Sponsored Posts / short videos/ infographics to showcase work.

Getting people to engage by:

- Tweeting Consistently.
- Creating tweets that stand out.
- Share a post, photo, video, article or infographic from your page.
- Connecting people.
- Post about your cause to inform your followers and their followers.
- Share a personal story related to your cause.

LinkedIn is a social networking site designed specifically for the business community. The goal of the site is to allow registered members to establish and document networks of people they know and trust professionally.

Linked in Profiles are where first impressions are formed, where potential employers, partners and other users silently answer the question. "Can I see myself working with this person?" *- Business LinkedIn 2018.*

How to create the visibility?

- Infuse professionalism in your profile.
- Follow relevant individuals.
- Use Sponsored Posts / short videos/ infographics to showcase work.

Getting people to engage by:

- Engage with connections.
- Share a post, photo, video, article or infographic from your page
- Introduce your content with a personal note.



How are you currently using social media for campaigning and support? How can you strengthen your use of social media as a branding tool?

PUBLIC SPEAKING



Preparing debates and motions - Hot button gender issues in Botswana

- Quotas for women in politics
- Comprehensive Sexuality Education and Teenage pregnancies
- Safe abortions
- GBV Legislation
- HIV and AIDS
- Inheritance



Public speaking

Is a presentation that is given live before an audience. Public speeches can cover a wide variety of different topics. The goal of the speech may be to educate, entertain, or influence the listeners. Often, visual aids in the form of an electronic slideshow are used to supplement the speech and make it more interesting to the listeners.

A public speaking presentation is different from an online presentation because the online presentation may be viewed and/or listened to at the viewer's convenience, while a public speech is typically limited to a specific time or place. Online presentations are often comprised of slideshows or pre-recorded videos of a speaker (including recordings of a live public speaking presentation).

The Importance of Public Speaking

If you ask most people, they will probably say they do not like public speaking. They may even admit to being afraid of it, since fear of public

speaking is a very common fear. Or they may just be shy or introverted. For those reasons, many people avoid public speaking if they can. If you are one of those people who avoid public speaking, you are missing out.

Over the years, public speaking has played a major role in education, government, and business. Words have the power to inform, persuade, educate, and even entertain. And the spoken word can be even more powerful than the written word in the hands of the right speaker.

How to become better at public speaking

The truth is that public speaking is a skill. It can be learned. While some people may have more natural speaking ability than others, or a more pleasing voice, or are more charismatic-anyone who can speak can learn to be a better public speaker than they are right now. It just takes some know-how and some effort.



10 TIPS FOR PUBLIC SPEAKING

1. **Nervousness Is Normal. Practice and Prepare!**
   The best way to overcome anxiety is to prepare, prepare, and prepare some more. Take the time to go over your notes several times. Once you have become comfortable with the material, practice-a lot. Videotape yourself, or get a friend to critique you.
2. **Know Your Audience. Your Speech Is About Them, Not You.**
   Before you begin to craft your message, consider who the message is intended for. Learn as much about your listeners as you can. This will help you determine your choice of words, level of information, organisation pattern, and motivational statement.
3. **Organise Your Material in the Most Effective Manner to Attain Your Purpose.**
   Create the framework for your speech. Write down the topic, general purpose, specific purpose, central idea, and main points. Grab the audience's attention in the first 30 seconds.
4. **Watch for Feedback and Adapt to It.**
   Keep the focus on the audience. Gauge their reactions, adjust your message, and stay flexible. Delivering a canned speech will guarantee that you lose the attention of or confuse even the most devoted listeners.
5. **Let Your Personality Come Through.**
   Be yourself, do not become a talking head-in any type of communication. You will establish better credibility if your personality shines through, and your audience will trust what you have to say if they can see you as a real person.
6. **Use Humour, Tell Stories, and Use Effective Language.**
   Inject a funny anecdote in your presentation, and you will certainly grab your audience's attention. Audiences generally like a personal touch in a speech. A story can provide that.
7. **Do not Read Unless You Have to. Work from an Outline.**
   Reading from a script or slide fractures the interpersonal connection. By maintaining eye contact with the audience, you keep the focus on yourself and your message. A brief outline can serve to jog your memory and keep you on task.
8. **Use Your Voice and Hands Effectively. Omit Nervous Gestures.**
   Nonverbal communication carries most of the message. Good delivery does not call attention to itself, but instead conveys the speaker's ideas clearly and without distraction.

9. **Grab Attention at the Beginning, and Close with a Dynamic End.**
   Do you enjoy hearing a speech start with "Today I'm going to talk to you about X"? Most people do not. Instead, use a startling statistic, an interesting anecdote, or concise quotation. Conclude your speech with a summary and a strong statement.
10. **Use Audio-visual Aids Wisely.**
    Too many can break the direct connection to the audience, so use them sparingly. They should enhance or clarify your content, or capture and maintain your audience's attention.



APPLICATION: How will you apply what you have learned in this module?

NOTES

4 TRANSFORMATIVE LEADERSHIP FOR WOMEN IN POLITICS



Women in Politics - Gaborone, Botswana. Photo: Keletso Metsing

The objectives of this module are to:

1. To understand leadership as a concept, to strengthen leadership capabilities.
2. To understand transformational leadership and the steps to take to become a transformational leader.
3. To start developing a vision for becoming a transformational leader.
4. To understand the role young women play in transformational leadership and the role seasoned politicians can play as mentors.

LEADERSHIP



In groups, discuss the following and then complete the table below:

What are the attributes of a good leader?	How can communities contribute to good leadership, what role can they play?	What are the problems associated with leadership?



The Characteristics & Qualities of a Good Leader

1. ***Integrity***
   The importance of integrity should be obvious. Though it may not necessarily be a metric in employee evaluations, integrity is essential for the individual and the organization. It's especially important for top-level executives who are charting the organization's course and making countless other significant decisions. Our research shows that integrity may actually be a potential blind spot for organizations. Make sure your organization reinforces the importance of integrity to leaders at various levels.
2. ***Ability to Delegate***
   Delegating is one of the core responsibilities of a leader, but it can be tricky to delegate effectively. The goal isn't just to free yourself up - it's also to enable your direct reports, facilitate teamwork, provide autonomy, lead to better decision-making, and help your direct reports grow. In order to delegate well, you also need to build trust with your team.
3. ***Communication***
   Effective leadership and effective communication are intertwined. You need to be able to communicate in a variety of ways, from transmitting information to coaching your people. And

you must be able to listen to, and communicate with, a wide range of people across roles, social identities, and more. The quality and effectiveness of communication across your organization directly affect the success of your business strategy, too. Learn how better conversations can actually improve your organizational culture.

4. ***Self-Awareness***
   While this is a more inwardly focused skill, self-awareness is paramount for leadership. The better you understand yourself, the more effective you can be. Do you know how other people view you or how you show up at work? Take the time to learn about the 4 aspects of self-awareness and how you can dig into each component.
5. ***Gratitude***
   Being thankful can make you a better leader. Gratitude can lead to higher self-esteem, reduced depression and anxiety, and even better sleep. Few people regularly say "thank you" at work, even though most people say they'd be willing to work harder for an appreciative boss. Learn how to give thanks and practice more gratitude in the workplace.
6. ***Learning Agility***
   Learning agility is the ability to know what to do when you don't know what to do. If you're a "quick study" or are able to excel in unfamiliar circumstances, you might already be learning agile. But anybody can foster learning agility through practice, experience, and effort. Explore how great leaders are great learners, with strong learning agility to get started.
7. ***Influence***
   For some people, "influence" feels like a dirty word. But being able to convince people through logical, emotional, or cooperative appeals is a component of being an inspiring, effective leader. Influence is quite different from manipulation, and it needs to be done authentically and transparently. It requires emotional intelligence and trust-building. Learn more about the 4 keys to influencing others.
8. ***Empathy***
   Empathy is correlated with job performance and is a critical part of emotional intelligence and leadership effectiveness. If you show more empathy towards your direct reports, our research shows you're more likely to be viewed as a better performer by your boss. Empathy can be learned, and in addition to making you more effective, it will also improve work for you and those around you.
9. ***Courage***
   It can be hard to speak up at work, whether you want to voice a new idea, provide feedback to a direct report, or flag a concern for someone above you. That's part of the reason courage is a key skill for good leaders. Rather than avoiding problems or allowing conflicts to fester, courage enables leaders to step up and move things in the right direction. A psychologically safe workplace culture encourages speaking the truth.
10. ***Respect***
    Treating people with respect on a daily basis is one of the most important things a leader can do. It will ease tensions and conflict, create trust, and improve effectiveness. Respect is more than the absence of disrespect, and it can be shown in many different ways. Explore how you can cultivate a climate of respect at work.

GENDER AWARE LEADERSHIP SCORE CARD

This is a leadership scorecard administered to constituents to rate their leader.



Conduct a self-assessment - rate yourself on each of these Please rank your leader on each of the following qualities where 1= very poor and 5= excellent

How do you rate your leader against this quality?		1	2	3	4	5
1	**Vision** Good leaders take you to a place where you have never been. They are able to close their eyes and see way beyond time and place and then work towards achieving that dream. They are not bound by culture, tradition, religion, or "the way things are." They are interested in the way things could be. Only visionary leaders can, for example, see in their minds eye a society in which women and men are equal in every respect.					
2	**Empathy** Empathy goes beyond sympathy in that an empathetic person identifies with the problems or situations of people and tries to understand their thoughts and condition even if they are different to him or her. For example, a male leader will never have had an unwanted pregnancy, but can still be empathetic to those who argue for choice of termination of pregnancy by putting himself in the shoes of a woman who finds that she is carrying a baby she does not want or will not be able to care for.					
3	**The ability to inspire** To inspire is to call on the higher being and motivate people to act in a certain way. The best leaders are inspirational. They have high levels of emotional intelligence. They know how to win people; get people on board; earn trust; respect and loyalty. To this end, good leaders always consult women and men, boys and girls, to ensure that their ideas have a high level of buy in.					
4	**Personal integrity** Personal integrity is living in accord with the highest state of consciousness. It is about doing the right thing even when nobody is watching. The way a leader conducts his or her private life is an important indicator of personal integrity. For example, a male leader who beats his wife cannot claim to believe in gender equality, just as a corrupt woman leader.					
5	**Humility** Good leaders readily acknowledge that they did not climb the ladder on their own but owe their success to others, especially the often invisible forces in their lives, like their mothers, sisters, wives and daughters. They celebrate their roots, however modest. In so doing, they connect easily with "ordinary" people, especially those who are most often marginalised in the corridors of power, like poor, black, rural, disabled women.					

How do you rate your leader against this quality?		1	2	3	4	5
6	**Principles** While there may be different interpretations of morality, every society has accepted standards of what is right and what is wrong. Good leaders have principles and values that they expound and live by. For example, leaders who believe in gender equality appoint equal numbers of women and men to work with them and treat them equally.					
7	**Respecting and promoting human rights for all** Good leaders strive to ensure a society in which both women and men enjoy their human rights. They are consistent in their understanding that rights are indivisible. They react equally strongly and decisively to any form of discrimination, whether is be based on race, sex, ethnicity, disability, foreignness or any other form of otherness.					
8	**Ensuring the empowerment of women** Good leaders understand that empowering women is an imperative that cuts across all forms of discrimination. As such, a good leader will allocate appropriate funds to programmes that are aimed at uplifting the status of women in society.					
9	**Leading by example** A good leader is worthy of imitation; respects the rights of women and men of all hues and classes; is not afraid of manual labour; conducts his or her life in an exemplary way; and would never propose a policy or a rule that he or she would not be willing to live by. For instance if a leader who has multiple concurrent relationships is not likely to be able to lead a campaign against HIV and AIDS.					
10	**Confidence** Being confident in oneself is having high self esteem- accepting your body, and your personality, and loving them. It is not thinking you are better than other people but being comfortable in your own skin. People who have high self esteem see the best in the women and men around them.					
11	**Diplomacy** Diplomacy has been defined as the "art of telling someone to go to hell in such a way that they enjoy the ride." A good leader must be able to take a position and argue his or her case with the courage of conviction, but win other people over to his or her side in the process. Issues of gender are often met with resistance. A good leader must be able to argue these issues convincingly, without alienating those around them. This should not be mistaken for being all things to all people. Arguments must be consistent and rooted in principle. Good leaders are able to "agree to disagree."					
12	**Critical thinking** To be critical means purposeful and reflective judgment about what to believe or what to do in response to observations, experience and arguments. Good leaders approach issues with an open mind. For example, a woman leader should not believe that all men are bad just as male leaders should not believe that all women are good. They should approach every individual and situation with an open and objective mind.					

	How do you rate your leader against this quality?	1	2	3	4	5
13	**Patriotism** While patriotism should never be blinding, it is a powerful anchor for good leadership. Being patriotic does not mean supporting all that is happening in a country. Indeed being patriotic may mean fighting the forces of patriarchy and or of undemocratic practices.					
14	**Honesty** Honesty means giving the actual and real facts; being truthful. Honesty comes with high levels of openness. By speaking the truth, one creates trust in minds of others. Good leaders should speak truth to power, even if this costs them their political careers.					
15	**Transparency** To be transparent means to be honest and to be easily understood. It also means the duty to account to those with a legitimate interest, for instance the electorate who are affected by your leadership. Being transparent implies that a leader is open about his or her take on women's empowerment in society.					
16	**Accountability** Accountability is the obligation to demonstrate and take responsibility for performance in light of agreed expectations. While responsibility is the obligation to act; accountability is the obligation to answer for an action. Good leaders for instance should be answerable when by 2015 we do not have 50 percent representation of women in cabinet, parliament and local government.					
17	**Responsiveness** Responsive leadership means taking responsibility for quality outcomes and being responsive to the needs of women and men. Such a leader shows profound awareness of existing problems and anticipates problems that are still emerging. To this end, a good leader should be responsive to the needs of women who are still oppressed and can barely access economic resources to bail them out of poverty. A good leader gives women the hope that their situation is not permanent.					
18	**Innovativeness** Innovative leadership is about finding new ways of doing things and being open to new ideas. When there is fatigue around issues of gender equality, a good leader should find and promote new ways of attaining this ideal.					
19	**Pragmatism** A pragmatic person is one who is sensible and is guided by experience and observation rather than theory; who believes that "experience is the best teacher."					
20	**Responsibility** Being responsible means being answerable for an act performed or for its consequences whether good or bad; intended or unintended. A good leader owns up to making mistakes and is willing to bear the consequences, even if this means losing his or her job. One of the most critical tests of leadership is knowing when to step down or step aside because even though you have tried your best, your presence (for whatever reason) is causing more harm than good. Good leaders are those who are able to go forward by every now and again stepping back.					
	TOTAL					

TRANSFORMATIVE LEADERSHIP



Transformative leadership is a process in which leaders try to raise the consciousness of followers by Idealised influence, Inspirational motivation, Intellectual simulation and Individualized consideration (Muenjohn, 2012).

Transformative leadership is about making or influencing positive change and addressing inequity. The concepts of critique and promise are central: transformative leaders see a problem and ask themselves 'what can I do to solve it? Transformative leadership is principled leadership: rooted in ethics and built on a foundation of integrity. It is driven by self-awareness and a deep sense of purpose. Often, a leader's focus for change is inspired by his or her personal experience.

Transformative leaders are creative visionaries, who care deeply about promoting a more equitable society and improving the lives of others. They exhibit qualities such as courage, altruism, empathy and resilience. Personal authenticity is a key feature: transformative leaders are influential because of their character traits, even those not conventionally associated with leadership



Source: Regional Academy Learning Manual on WPP (FAWE).

Women in politics making a difference

Read the profile and answer the questions that follow:

CASE STUDY

"Success it is not about the riches or material things one accumulates in life, it is all about having a positive impact in the lives of others."



Olgah Ditsie is is the first female mayor of Jwaneng Town counciL l, a position she assumed in 2019. She is als Chairperson of the Women and AIDS Group in Jwaneng whose main mandate is to educate women on issues of HIV, as women are the ones mostly affected. She is also a Mentor for Gender Based Violence Survivors in Jwaneng using her business experience to motivate and encourage those that are in Business. She is a dedicated member of Women in Business Association and a focal person of the association in Jwaneng.

After working in environmental health and as Health Inspector she quit her job, which was a very bold decision for a young woman of 29 years to start her business on Meat Processing in Maokane Village. In 2004, she contested in Botswana Democratic Party primary election for Councillor seat in Maokane and she was not successful. In 2005, she was appointed by the Minister of Lands and Housing as Board Member for Maokane Sub Land Board. She was then elected by other fellow members as a Chairperson of the board. In 2014, she was appointed as a specially elected Councillor in Jwaneng Town Council by the Minister of Local Government. In Jwaneng Town Council she was elected the Chairperson of Education, Health and Social Services. She was also elected as the Vice Chairperson of the Council Finance Committee and Performance Monitoring Committee the positions she is still holding today.

"My personal Mission statement is to have a positive impact in the lives for fellow Women especially those who are disadvantaged in life. Encouraging women to break the boundaries that the society have created them for us, that we belong at home. Helping women to be assertive through organizing events for them such as workshops, meetings, high teas and dinners. In these gatherings, I invite women who have achieved in life to inspire them. There is a Setswana saying that "'Mma Ngwana o tshwara thipa ka kwa bogaleng"' I do also as woman stand and protect the rights of children. As a Councillor at Jwaneng Town Council, I have role to play in policy making at council level. Attending all council meetings and taking part in resolutions passed as council committee meetings. As a chairperson of committee, I have to direct the proceedings of the committee meetings and guide the direction of the meeting.

My future plan is to continue working with Women organisations in the district and nationally and advocating for women rights. My intention is to form an association that will be based in Jwaneng whose main objective will be to empower women emotionally, financially (by encouraging them to start business) and support those who have been exposed to Gender Based Violence."

Profile, 21 June 2018, https://genderlinks.org.za/driversofchange/botswana-olga-ditsie/

1) What qualities does the councillor bring to her work?

2) Do you think these qualities are in any way linked to the councillor being a woman?

3) Does having women in decision-making make a difference to local government:

a) Internally to the way local government works; and

b) Externally, in the work of local government and the way it delivers services

c) How? Please give examples.

4) Does it make a difference what proportion of women there are? Why? Please give examples.

Transformation is a Process

QUICK FACTS

Transformation is a process through which who we are, individually and organizationally, is changed so deeply that the following are altered:

- Our identity as an individual as well as a part of the organization. Our very way of perceiving, thinking, reflecting, and making-meaning about ourselves and the organization shifts.
- Our emotions become more alive and expressive. The range of feelings and our reactions to the organization shifts.
- Our place within the organization becomes clearer. Our relationship and connectedness to and within the organization and how we show up shifts.
- Our actions become more consistent and congruent with who we are and how we fit in the organization. Our behaviours become more conscious thereby eliminating patterned responses that no longer serve us.
- Our creativity appears as we increase our capacity for responsiveness and ability to access resources within ourselves as well as within the organization.
- Our paradigms shift such that our overall perspective and mode of operating enable more connectivity and congruence between individuals and the organization.

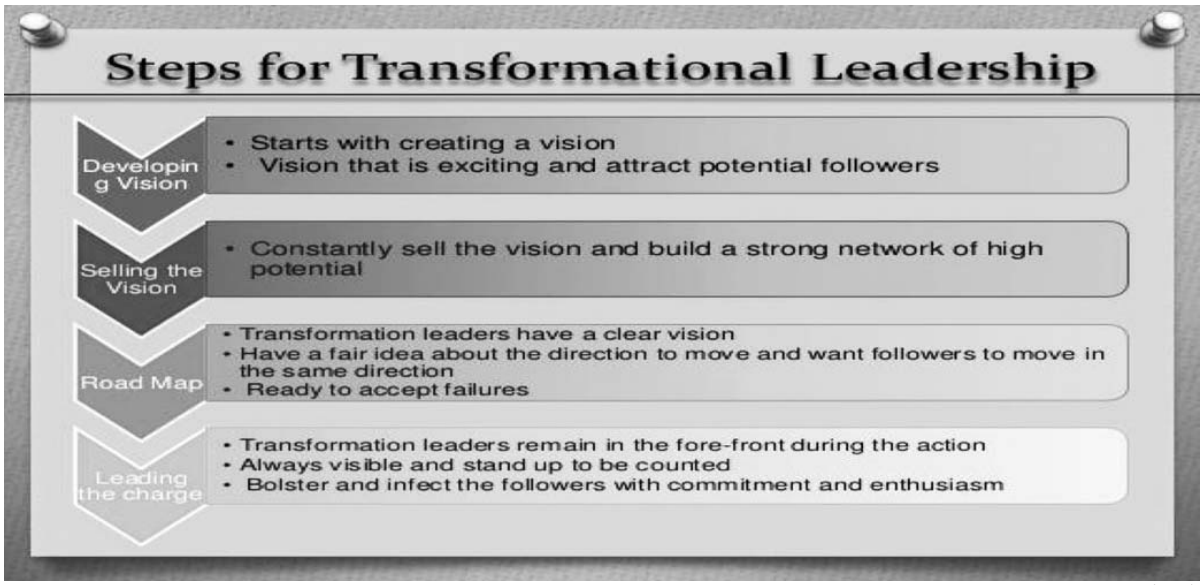
Transformation is about "Being the Change"

Transformative change embraces Gandhi's prophetic words that "we must be the change we want to see happen in the world." The process of transformative change always mirrors what it seeks to create. While honouring the lessons of the past and planning for the future, transformational change has a strong focus on what's happening right now, in the present...the point of infinite possibilities. For example, in individual change processes, while appreciating the impact of our past and establishing goals for the future, the power of transformative change is in actually becoming the fullness of who we are right here, right now. Or if we intend to create an organization culture to meet the changing economy more effectively, we must "be the change" right now by initiating an inclusive process of change.

Outcomes Sought

The transformative change process leads to a capacity to more skilfully practice presence, authenticity and interdependence throughout the organization. This is directly related to having greater awareness, clarity, and comfort with what is happening within the organization. Breakthroughs in ways of knowing, thinking, and

accessing creativity increase as judgmental constructs dissolve. Our character is impacted in a way that is observable, felt and experienced by others. There is an increased ability to respond from a place of vision and compassion rather than ego or self-interest.



Source: Regional Academy Learning Manual on WPP (FAWE).



What is your vision for becoming a transformative leader?

THE WINNING FORMULA: TRUE LEADERSHIP: SQ+EQ+IQ+PQ = SUCCESS

QUICK FACTS

Leadership Intelligences

SQ and PQ intelligences are rarely, if ever, talked about in leadership circles. The two that are include intellectual intelligence (IQ) and Emotional Intelligence (EQ). Evidence is growing that Spiritual Intelligence (SQ) and Physical Intelligence (SQ) are in fact major factors in determining the success of both leaders and organisations alike.

In 1983 Howard Gardner, in his book Frames of Mind, wrote about seven types of multiple intelligences in human beings. Gardner argues that there is a wide range of cognitive abilities, and that strength or weakness in one area or ability does not necessarily correlate to another intelligence. Gardner did not mention leadership in any of his multiple intelligences. However it is easily recognizable that to be an effective, efficient and productive leader, intelligence is quite naturally required. As such, there is now growing understanding that there are four kinds of intelligence that directly affect one's leadership capabilities and methodologies to become a successful leadership practitioner.

A holistic approach to leadership requires knowledge, i.e. intelligence, in these areas: Physical (PQ); Intellectual (IQ); Emotional (EQ); and Spiritual (SQ). They are interrelated in that they build on each other as one's intellectual level increases over time through normal life experiences, academic achievements and professional expertise in our chosen fields. It is argued that the order of importance should be SQ, EQ, IQ and PQ.

The importance of **Physical Intelligence** (PQ) to the overall well-being of personal health and fitness. Physical Intelligence relates to Gardner's bodily-kinesthetic intelligence. Furthermore, current studies and findings prove the necessity of maintaining a strong fitness level to improve longevity and body functions. PQ theory says that individuals need be knowledgeable in fitness, nutrition, and bodily wellness. Cindy Wigglesworth, in her book SQ 21, outlines from her research 21 key elements to Spiritual Intelligence (SQ); which she emphatically differentiates from religious and religious beliefs. She believes that SQ is developed over time, with significant practice.

Spiritual Intelligence (SQ)

SQ may be defined as: "The ability to behave with wisdom and compassion, while maintaining inner and outer peace, regardless of the situation." Wisdom and compassion being the pillars of SQ.

- Deeper understanding of one's own world view, life purpose, value hierarchy and controlling personal ego to consider the higher self.
- Self-mastery of one's spiritual growth, living your purpose, values and vision, sustaining faith in and seeking guidance from a higher power.
- Universal awareness of world view of others, limitations and power of human perception, awareness of spiritual laws and transcendental oneness
- Social Mastery/Spiritual Presence: wise and effective mentor of spiritual principles; leadership change agent; making wise and compassionate decisions; and being aligned with the ebb and flow of life.

Emotional Intelligence (EQ)

Daniel Goleman, writing in *What Makes A Leader*, says that his findings have shown that the most effective leaders all have a high degree of Emotional Intelligence (EQ).

The Centre for Creative Leadership (CCL) says EQ is associated with better performance in nine different areas of leadership and management. Goleman's research clearly shows that EQ is the sine qua non - absolute requirement - of leadership.

- Learn principles and practices for improvements in Self-Awareness and Self-Management: self-confidence; self-control; adaptability; initiative.
- Becoming more socially: empathetic; service orientation to others and the organisation.
- Relationship Management: inspirational leadership practices; change management; conflict resolution skills; teamwork building techniques.

Intelligence Quotient (IQ)

Life-long learning is widely regarded as the increase in the intellectual level - IQ - of everyone wishing to improve one's mind, professional expertise, and position in life. IQ contributes significantly to the personal "wisdom" one attains throughout the maturing process.

Henri Bergson, in his book *Creative Evolution* reminds us: "To exist is to change, to change is to mature, to mature is to go on creating oneself endlessly." Continuing education is a never-ending process in raising one's intellectual level, i.e. IQ.

Life-long learning is widely regarded as the increase in the intellectual level - IQ - of everyone wishing to improve one's mind, professional expertise, and position in life. IQ contributes significantly to the personal "wisdom" one attains throughout the maturing process.

- Enrolling in classes of higher learning, obtaining a second degree, technical expertise improvement classes.
- Research intellectual topics such as philosophy, religion, symbolism, leadership, psychology.
- Surrounding yourself with people or organisations where life-long learning exists.

This has been regarded as the key building clock in learning over a number of years but the importance of both EQ and at the moment to a lesser extent SQ and PQ have had lower profiles. This is however changing quickly in order to meet changing needs in succeeding generations and their needs and desires.

Physical Intelligence (PQ)

- Ability to listen, identify and respond to internal messages about one's physical self. Pain, hunger, depression, fatigue and frustration are examples.
- Learn about and understand the mind body connection. For instance: stomach telling mind it is time to stop eating; understanding the difference between the internal voice of wants vs. needs; the bodies need for exercise when we want to be lethargic.
- Determining our body's perfect weight, fitness level and perfect diet.

BUILDING A YOUNGER GENERATION OF TRANSFORMATIVE LEADERS



What is the importance of transformational leadership qualities to mentoring young leaders?

Today Africa has a resource matched by very few regions of the world: a growing population of youth. By 2050, Africa is projected to have the youngest labour force in the world. Yet these youth will not be able to reach their full potential and contribute to transformational change in their societies and economies without developing skills and capacities across a range of areas including cognitive skills, non-cognitive or "transferable skills," with the latter being particularly important for leadership. African youth of today will operate in a vastly different and globally interconnected world, where knowledge generation and exchange is extremely rapid, and information is freely available. The challenge is to translate this knowledge into usable information applicable to specific situations. Young leaders' success will depend on their ability to collaborate and network across geographic and cultural boundaries, and to understand and apply innovative solutions to challenging issues, including how to build economies in a sustainable way.



Within this changing context, what can young women do differently? What additional leadership skills do they need?

Leadership equality	Skills/development requred

This is your starting point from which to develop your plan to become a transformational leader who makes change happen.



How will you measure the change you make?

Fill in the scorecard below by giving a rating of 1 to 5 (1 being target not achieved and 5 being target completely achieved) to establish whether your council is gender aware. This will provide baseline data which you can use to set targets for achieving a gender sensitive council.

Scorecard: How gender sensitive is your council?

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

TARGET	1	2	3	4	5
MAINSTREAMING GENDER INTO EXISTING PROGRAMMES					
The economy and job creation					
24. The council has a local economic development plan that targets women entrepreneurs as key beneficiaries					
25. Women and men benefit equally from informal trading facilities in the council.					
Procurement					
26. The council has a procurement policy that sets a target for increasing the number and value of contracts received by women.					
Housing					
27. The council keeps sex disaggregated data on title deeds.					
28. The council has taken steps to ensure that women benefit equally from housing opportunities.					
Utilities					
29. The council has sex disaggregated data on who has access to basic services i.e. Male and female headed households.					
30. Women are involved in the management and maintenance of these services and facilities.					
Transport					
31. Women are consulted in regard to their transport needs.					
Health and HIV and AIDS					
32. Health facilities are easily accessible to women.					
33. The council keeps sex disaggregated data on HIV and AIDS.					
34. There is a gender aware HIV and AIDS public education and awareness campaign.					
35. PEP is available at all health facilities and there are information campaigns surrounding this.					
Environmental health					
36. Women are consulted in the management of waste.					
37. Women and men benefit equally from business opportunities in this sector.					
Social development					
37. The council keeps sex and age disaggregated data on the use of existing facilities, e.g. retirement centres, community centres, libraries and Women, girls, men and boys benefit equally from budget allocations for sports and recreation facilities					
EMPLOYMENT PRACTICES AND ENVIRONMENT					
Selection and recruitment					
38. Women and men are employed in equal numbers across jobs, grades and in management positions and are equally remunerated for equal work.					
39. There is an affirmative action policy.					
Career pathing					
40. Women and men are given equal opportunity for growth within the council and have equal access to training and promotion opportunities					

TARGET	1	2	3	4	5
Working conditions and environment					
41. The council provides equal benefits for women and men, maternity and paternity leave.					
42. There is a sexual harassment policy that is enforced.					
GENDER MANAGEMENT SYSTEM					
Gender structures					
43. The council has set up a gender structure, which involves civil society, that, is empowered to do its work.					
44. Gender is written into the job descriptions and performance agreements of managers and key functionaries					
Budgets					
45. A share of expenditure is explicitly targeted at promoting gender equality.					
46. Women are able to benefit equally and meaningfully from the resources allocated to mainstream projects.					
Monitoring and evaluation					
47. Service, employment, procurement statistics are disaggregated by sex and gender indicators have been put in place for planning and human resource management systems.					
Capacity building					
48. Diversity and gender training is provided for both women and men in the council, at all levels and is done in a systematic way .					
Skills					
49. Skills gaps are identified and addressed through such training as: literacy; numeracy; language; computer skills; access to information; public speaking; negotiation; mediation; facilitation skills, to ensure that women and men are able to participate equally.					
Political profile and champion					
50. Gender issues are given a high political profile by the Council and has a political champion.					

Please add up your total score and calculate the percentage as follows:

TOTAL x 2 / 5 = ____ %



APPLICATION: How will you apply what you have learned in this module?

NOTES

5 ACTION PLANNING



Women in Politics - Gaborone, Botswana. Photo: Keletso Metsing

The objectives of this module are to:

1. To develop a personal leadership action plan.
2. To pair mentors and mentees.
3. To evaluate the WPP Academy training.

PERSONAL LEADERSHIP ACTION PLAN

Text in italics are guiding questions, don't be restricted by these, include as much information as will be useful for you

Area	Where you are now	Where you want to be	Activities	Obstacles	Support needed, from who	Resources
POLITICAL POSITIONING FOR INFLUENCE AND IMPACT						
Advocacy strategy for electoral reform and quota	*What is the current status of advocacy and lobbying for electoral reform and quota*	*What is your target eg. 50% women in parliament/council etc.*	*What is your strategy?* *Who will you work with on the strategy?*			
Championing gender equality in the party	*What is the status of gender equality within the party - %women and men, is there consensus among party leadership to promote women's electoral participation?*	*What are the changes you want to see in the party?* *- A voluntary quota* *- Financing options and support for women candidates?* *- Gender aware policies etc.* *Amended Constitution etc.*	*What is your strategy?* *Who will you work with?*			
Entry into the political sphere - for self or encouraging other women	*Are you in politics or do you want to enter the sphere?* *Do you belong to a political party?* *Do you want to join another party?* *Do you know good*	*Which party do you want to be a member of?* *How many women do you want to encourage to participate in the next elections?*	*How will approach them?*			

	potential candidates that you can encourage to stand?					
Position in political party	*Where are you currently positioned in your party?*	*Where do you want to be to influence change?*	*What kind of lobbying do you need to do?*			
Constituency building	*Who is currently your constituency? Can/ should this be broadened?*	*Who is your desired constituency?* *What are your key messages?*	*What do you need to do to reach a wider constituency?*			
Campaign financing	*What is your current situation? How have you raised funds in the past for nomination and election campaigns? Do you know how much you will need approximately?*	*What is your goal - eg. Xxx amount for next election*	*What is your campaign financing strategy?* *Which donors can you approach?*			
VISIBILITY, PERSONAL BRANDING						
Personal branding - profile	*How have you branded /profiled yourself in the past? Do you have a personal profile?*	*Have a personal profile?*	*Develop a personal profile* *Get professional photographs* *Get assistance to record an electronic profile*		*Experienced/ seasoned politicians*	
Use of mainstream media	*How have you used mainstream media - TV, Radio, Newspaper/ online?*	*How would you like to use the media?* *What kind of relationships do you want to build with the media?*	*Identify media allies*	*An unfriendly media*	*Women's media association, women media practitioners*	

Area	Where you are now	Where you want to be	Activities	Obstacles	Support needed, from who	Resources
Social media presence and use	*How are you currently using social media for campaigning and support?* *What is your following?*	*How can you strengthen your use of social media as a branding tool?* *What social media platforms are you using?* *Are these working for you?* *What is the best social media platform for you to use?*	*Assessment of online media presence*	*Confidence and capacity*	*Can you get some capacity building/ support from colleagues/ tech savvy young women*	
Public speaking	*How confident are you now at public speaking?*	*How would you like to see yourself speaking in public?*	*Identify strengths and weaknesses - build on strengthens and strengthen weaknesses* *Identify opportunities to build your skill and experience*		*Experienced/ seasoned politicians* *Toastmasters*	
MY LEADERSHIP STYLE AND QUALITIES						
Vision	*Do you currently have a leadership vision?*	*What is your leadership vision?*	*Draft a leadership vision?*			
Empathy	*How did you rate in your leadership self-assessment?*	*How would you like to improve?*	*What do you need to do?*			
The ability to inspire	*How did you rate in your leadership self-assessment?*	*How would you like to improve?*	*What do you need to do?*			

Personal integrity	*How did you rate in your leadership self-assessment?*	*How would you like to improve?*	*What do you need to do?*			
Humility	*How did you rate in your leadership self-assessment?*	*How would you like to improve?*	*What do you need to do?*			
Principles	*How did you rate in your leadership self-assessment?*	*How would you like to improve?*	*What do you need to do?*			
Respecting and promoting human rights for all	*How did you rate in your leadership self-assessment?*	*How would you like to improve?*	*What do you need to do?*			
Ensuring the empowerment of women	*How did you rate in your leadership self-assessment?*	*How would you like to improve?*	*What do you need to do?*			
Leading by example	*How did you rate in your leadership self-assessment?*	*How would you like to improve?*	*What do you need to do?*			
Confidence	*How did you rate in your leadership self-assessment?*	*How would you like to improve?*	*What do you need to do?*			
Diplomacy	*How did you rate in your leadership self-assessment?*	*How would you like to improve?*	*What do you need to do?*			
Critical thinking	*How did you rate in your leadership self-assessment?*	*How would you like to improve?*	*What do you need to do?*			
Transparency	*How did you rate in your leadership self-assessment?*	*How would you like to improve?*	*What do you need to do?*			

Area	Where you are now	Where you want to be	Activities	Obstacles	Support needed, from who	Resources
Accountability	*How did you rate in your leadership self-assessment?*	*How would you like to improve?*	*What do you need to do?*			
Responsiveness	*How did you rate in your leadership self-assessment?*	*How would you like to improve?*	*What do you need to do?*			
Innovativeness	*How did you rate in your leadership self-assessment?*	*How would you like to improve?*	*What do you need to do?*			
Pragmatism	*How did you rate in your leadership self-assessment?*	*How would you like to improve?*	*What do you need to do?*			
Responsibility	*How did you rate in your leadership self-assessment?*	*How would you like to improve?*	*What do you need to do?*			
Mentoring and support of young women or peers	*Are you currently mentoring/ supporting young women in politics?*	*How many young women would you like to mentor support?*	*Outreach to young aspiring women candidates* *Establish mentorship programme is party*			



GENDER LINKS
FOR EQUALITY AND JUSTICE

Gender Links Evaluation Form

Event: Botswana Women Political Participation: Cross Generation Academy Training	
Date:	

Sex	☐ Female ☐ Male
	☐ Other sex or gender identity
	Please describe
Name of Organisation	
Country	
Province	
City/ Town/ Village	
Age Group (please tick)	☐ Younger than 18 ☐ 18-25 ☐ 26-40 ☐ 41-50 ☐ 51-60 ☐ 60 +

Please score the following 1-10 where 1= very poor; 10 - excellent

	SCORE OUT OF TEN
1. PROGRAMME DESIGN	
2. PROGRAMME CONTENT	
3. DOCUMENTATION	
4. FACILITATION	
5. GROUP WORK	
6. OUTPUTS	
7. OUTCOMES AND FOLLOW UP PLANS	
8. LEARNING OPPORTUNITY	
9. NETWORKING OPPORTUNITY	
10. ADMINISTRATIVE ARRANGEMENTS	

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

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

3. How did the workshop contribute to learning and or sharing? Please give examples.

4. How will you apply this?

5. Any other comment



Gender Links (GL) is a leading Southern African Women's Rights Organisation whose work has been widely acclaimed across the continent. Two times winner of the Mail and Guardian "Investing in the Future Award", GL has also received Top Women, Drivers of Change and African Union awards for its outstanding contribution to advancing women's rights in this sub-region.

Formed in March 2001, GL is headquartered in Johannesburg, South Africa, with offices in ten Southern African Development Community (SADC) countries, including a Lusophone base in Mozambique and Francophone base in Madagascar.

Described in an evaluation as a "small organisation with a large footprint," GL has a web of close to 600 partners, with whom it works to promote gender equality

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INTERNATIONAL IDEA INSTITUTE FOR DEMOCRACY AND ELECTORAL ASSISTANCE

20 YEARS OF SERVICE GENDER LINKS FOR EQUALITY AND JUSTICE

WPP Women in Political Participation

Sweden Sverige