

FINAL REPORT ON
PROCEEDINGS OF THE
UNDP LEADERSHIP FOR
RESULTS
HIV / AIDS PROGRAMME

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REPORT ON PROCEEDINGS OF THE UNDP LEADERSHIP FOR RESULTS

HIV / AIDS PROGRAMME

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TABLE OF CONTENTS

ACRONYMS	5
EXECUTIVE SUMMARY	6
1 INTRODUCTION	6
1.1 THE BOTSWANA LEADERSHIP DEVELOPMENT PROGRAMME	6
1.2 THE COMMUNITY CAPACITY ENHANCEMENT PROCESS (CCEP)	7
1.3 THE SECOND ROUND OF THE LDP	7
1.4 THE CO - FACILITATORS	8
2 WORKSHOP II: LEADERSHIP FOR DEVELOPMENT PROGRAMME.....	9
2.1 PROGRAMME PURPOSE	9
2.2 THE SPECIFIC OBJECTIVES WERE TO;	9
2.3 EXPECTED OUTCOMES	9
2.4 PARTICIPANTS PROFILE	10
2.5 APPROACH TO PROGRAMME DELIVERY	10
3 WORKSHOP II CORE BUSINESS	11
3.1 EVIDENCE OF SUCCESS	12
3.1.1 THE FACILITATION APPROACH.....	12
3.1.2 INTERACTION AND APPRECIATIVE ENQUIRY.....	12
3.1.3 THE VISIBILITY OF COMMUNITY LEADERS.....	13
3.1.4 REFLECTIONS BY PARTICIPANTS	15
3.1.5 IMAGERY AND CREATIVE LANGUAGE	16
3.1.6 INTERVIEWS	16
3.1.7 HIGHLIGHTS BY A YOUNG UPCOMING POLITICIAN.....	17
1. BACKGROUND AND INTRODUCTION.	20
1.1. TRACING THE BOTSWANA PROGRAMME (Round one of the LDP).....	21
1.2. ROUND TWO OF THE LEADERSHIP PROGRAMME – WORKSHOP I.	21
1.3. ROUND TWO WORKSHOP 2.....	22
1.3.1. WORKSHOP FOR COACHES:.....	22
1.3.2. THE METHODOLOGICAL APPROACH.....	23
1.3.3. HIGHLIGHTS OF THE COACHES WORKSHOP.	24
1.3.4. SESSION OUTCOMES	25
1.3.5. PULLING IT ALL TOGETHER.....	28
2. WORKSHOP II – LEADERSHIP FOR RESULTS HIV / AIDS PROGRAMME	29
2.1. PROGRAMME PURPOSE	29
2.2. EXPECTED OUTCOMES	30
2.3. PARTICIPANTS PROFILE	30
3. WORKSHOP II CORE BUSINESS.....	31
3.1 SETTING THE SCENE	31
3.2 REVIEW SESSION	31
4. PROGRAMME SESSIONS	33
4.1. RESULTS, ACCOMPLISHMENTS, BREAKDOWNS AND BREAKTHROUGHS	33
4.2. BREAKTHROUGH INTIATIVES	33
TABLE 1:.....	34
BREAKTHROUGH INTIATIVES / NEW POSSIBILITIES	34
4.3. NEW POSSIBILITIES	43
4.4. MANAGING BREAKDOWNS	44
TABLE 2.....	45

BREAKDOWNS, COMMITMENT, BREAKTHROUGHS AND ACTION	45
4.5. LEADERSHIP COMPETANCIES OF EMOTIONAL INTELLIGENCE....	46
4.5.1 SELF AWARENESS.....	46
4.5.2. SELF MANAGEMENT	47
4.5.3. SOCIAL AWARENESS.....	48
TABLE 3.....	49
STORIES BEING TOLD	49
TABLE: 4.....	52
PERSISTENT COMPLAINTS.....	52
TABLE 5.....	54
MOST PERSISTENT COMPLAINTS.....	54
TABLE 6.....	56
THE GREAT UNSAID	56
LEADERSHIP COMPETANCIES: CONVERSATION TO CAUSE ACTION.....	57
4.5.5 SOCIAL ACTION: CONVERSATION FOR CAUSING ACTION	59
4.5.6. INTRODUCTION TO COACHING.....	59
4.5.7. ENGAGING OTHERS: THE ART OF INSPIRATION.....	60
5. THE OFFICIAL CLOSING AGENDA.....	62
6.5 HIGHLIGHTS OF THE OFFICIAL CLOSING	64
7. CONCLUSIONS AND RECOMMENDATIONS	66
7.1 WORKSHOP FACILITATION	67
7.2 PARTICIPANTS PERFORMANCE.....	67
7.3 THE REFLECTION SESSION	68
7.4 THE RAPPORTEUR'S OBSERVATIONS:.....	69
7.5 WHAT NEXT?.....	69
DISCUSSION AND RECOMMENDATIONS:.....	69
ANNEXURE: A.....	72
WORKSHOP PROGRAMME	72
ANNEXURE: B.....	75
REFLECTIONS BY WORKSHOP PARTICIPANTS.....	75
ANNEXURE: C.....	77
LEBOKO / POEM.....	77
ANNEXURE: D.....	78
SPEECH BY HON. MP.....	78
ANNEXURE: E	82
INTERVIEWS / TESTIMONIES.....	82
ANNEXURE: F	83
LIST OF PARTICIPANTS.....	83

ACRONYMS

ACU	AIDS Coordinating Unit
BDP	Bureau For Development Policy
CCEP	Community Capacity Enhancement Programme
DMSAC	District AIDS Multisectoral Committees
EI	Emotional Intelligence
FWEs	Family Welfare Educators
HIV / AIDS	Human Immuno Deficiency Syndrome
ICRC	Integrated Consultancies and Resources Centre
L4R	Leadership for Results
LDP	Leadership Development Programme
MLG	Ministry of Local Government
NACA	National Aids Coordinating Agency
NSF	National Strategic Framework
PSC	Parliamentary Special Select Committee.
UNDP	United Nations Development Programme
UNGASS	The United Nations General Assembly Special Session

EXECUTIVE SUMMARY

1 INTRODUCTION

The United Nations Development Programme (UNDP), is one of the eight co-sponsors of UNAIDS. It has a specific and well defined contribution to make to the overall response of the United Nations system, by assisting countries to take action against the epidemic. UNDP's Leadership for Results (L4R), is an approach based on competency and embraces transformational language, distinctions and frameworks.

The approach starts with the self and generates new insights of working within institutions and communities. In this way it is distinct from the role of other co-sponsors and stands in contrast with other leadership approaches, whose primary objective is advocacy through high-level events.

Through the L4R programme, UNDP supports the development of transformative leadership at all levels. This approach aims at developing the capacity of governments, civil society, the private sector, development partners, communities individuals, arts and media to effectively respond to the epidemic.

The operationalising of L4R includes a package of synergetic approaches with different entry points. The Community Capacity Enhancement Process (CCEP), is one such approach, using community conversations as spaces of understanding, sharing, healing and informed community decision making.

1.1 THE BOTSWANA LEADERSHIP DEVELOPMENT PROGRAMME

A bee-hive of activities have been undertaken in Botswana under the L4R programme. The first leadership for development programme was launched between September 2003 and May 2004. This programme was delivered in three parts and facilitated by Ms. Linda Gioja.

The three parts of the first round of workshops articulated the following themes;

- ✓ Critical thinking and creation of possibility,
- ✓ Enhancing leadership for action and results in Botswana.
- ✓ Inspiring and sustaining action.

The purpose of the Botswana leadership development programme is to develop the capacity of the participants to lead their teams, organizations and communities to work at a new level of effectiveness to reverse the epidemic in Botswana.

Participants enrolled in this first programme included government personnel, civil society organizations, the media, private sector representatives, UN officials and UNDP representatives.

The outcome of the three first round of workshops was the formation of sixteen group breakthrough initiatives. This provided a platform, for achieving results that contribute to the national development goals and response to HIV /AIDS. These breakthrough initiatives were aligned with the National Strategic Framework (NSF) 2003-2009.

Through the transformational leadership provided by the programme, work in reversing and containing the epidemic at all levels of society is ongoing despite the inherent challenges.

1.2 THE COMMUNITY CAPACITY ENHANCEMENT PROCESS (CCEP)

The CCP runs parallel with the leadership development programme. This programme which is also ongoing is based on community conversations. The intentions of the programme are to;

- ✓ provide a platform for people to think through all the repercussions of the epidemic,
- ✓ help people think through the way their individual values and behaviors and those of their families and neighbors affect peoples lives,
- ✓ reshape relationships in line with transformed values arising from individual and collective reflection.

To ignite and implement the CCEP participants were drawn from the following five districts, Kgalagadi North, Kweneng West, Gaborone District, North East and Okavango. Community conversations are thus ongoing in the districts and evidence of tangible results are being reported.

1.3 THE SECOND ROUND OF THE LDP

Two workshops were conducted during the second round of the Leadership for Results HIV AIDS Programme. Both these were facilitated by Jonathan Love (Leadership for Social Change). The first workshop was held in Francistown at the Tati River Lodge from the 26th to the 28th September 2005.

The purpose of the workshop was to;

Generate together with participants, new thinking, possibilities and new actions that can contribute to the transformation of the response to HIV / AIDS in Botswana.

The topics addressed at this workshop captured the following areas;

Leadership as a competency, transformational leadership, the integral model, emotional intelligence and breakthrough initiatives. Six recommendations emerged from the session I report. These will inform follow up support, creation of new possibilities for action oriented strategies.

This report documents the proceedings of the second workshop held at Cresta Thapama Hotel from the 13th to the 15th February 2006. The workshop drew on participants from the five districts mentioned earlier.

1.4 THE CO - FACILITATORS

For the successful implementation of the leadership for results programme on HIV / AIDS, co-facilitators were selected before the programme launch to support the process. These co-facilitators were selected based on the following criteria;

- Representation from a broad range of sectors,
- Individuals who are in positions of influence within the particular sector,
- Those who earn and command respect among their colleagues and the community,
- Individuals who are open to learning new skills and trying out new ideas,
- Those who can speak and understand a reasonable level of English,
- Individuals who are able to commit themselves to the process and their role,

The intention of having this core group in place is that they will provide support to the lead facilitator during the larger workshop events. In addition they will organize and facilitate the meetings of the breakthrough teams to ensure sustainability.

Furthermore, this core group was enrolled in the process with a purpose of;

- Nurturing a new breed of home grown leadership, to create possibilities and opportunities during this era of HIV / AIDS challenges.
- Unlocking their leadership potential to envision a different future and act to create change.
- Transforming dynamic individuals, who are innovative and have the ability to search for alternatives.
- Developing the skills of these individuals, who could form a rising generation of self-motivated, confident and successful leaders.

In the light of the above discussion, the co-facilitators were exposed to a six day workshop to provide them with the concepts of transformational leadership before the larger workshop events.

2 WORKSHOP II: LEADERSHIP FOR DEVELOPMENT PROGRAMME

“Leadership in Action – Being Unstoppable.”

The leadership development workshop II was facilitated from the 13th to the 15th February 2006 at Cresta Thapama Hotel.

2.1 PROGRAMME PURPOSE

The overall purpose of the this workshop was to;

“Complete the programme in a way that recognizes the accomplishments and at the same time leaves the participants in action, with enhanced capacity to be “unstoppable” in achieving what they are committed to do”

2.2 THE SPECIFIC OBJECTIVES WERE TO;

- Deepen our understanding and ability to use the concepts and tools learned in session 1,
- Create new opportunities to transform the HIV / AIDS response in Botswana,
- Learn and practice the methodology for turning breakdowns into breakthroughs,
- Enhance our leadership capacities with new methods and tools.

2.3 EXPECTED OUTCOMES

The programme intended to realize the outcomes stated below;

Participants will;

- recognize and acknowledge what they have accomplished so far,
- have the ability to create new opportunities for their initiatives, to transform the HIV / AIDS response in Botswana,
- gain experience and empowerment to deal effectively with problems and obstacles,
- gain experience and will be enhanced in their leadership capacities, and be complete with their programme.

2.4 PARTICIPANTS PROFILE

The workshop drew participants from a diverse range of sectors. These included national and district level representation, representation of different ministerial sectors, civil society organizations and the private sector. The target group thus consisted of individuals that are currently in leadership and advocacy positions.

The group of participants included officials and advocates in the area of HIV / AIDS such as HIV / AIDS Coordinators, Peer Educators, Aids Counselors; representatives of support groups, Community Home Based Care representatives, and a behavioral change specialist.

At the district level, court presidents were in attendance, this included chiefs from various communities. From the health sector the workshop drew on senior level representatives such as doctors, registered nurses, health and safety support organs and Family Welfare Educators (FWEs).

Social workers were also brought on board the workshop. The workshop also roped in senior level personnel such as planners at different levels, a city clerk, a district officer, representatives of various boards and a research officer.

The Ministers Fraternal was also represented which included pastors and chaplains. Other participants included Community Capacity Enhancement (CCEP) Facilitators, artists and poets, United Nations volunteers and youth representatives.

UNDP Country Office was represented by the HIV / AIDS Specialist Ms. Lydia Matebesi, NACA was fully represented by the Programme Assistant Mr. Bontsi Monare, the Programme Planning Officer Mr. Dimbungu, an IEC Specialist Ms. K. Chilume and its secretariat.

2.5 APPROACH TO PROGRAMME DELIVERY

The methodological approach to this workshop was highly participant driven. The lead facilitator presented the concepts, interspersed with animative interactive exercises, aimed at achieving transformational leadership. Spaces were provided for question time to reinforce the learning.

This interactive approach recognized and acknowledged the creative analytical capacity of the participants and their associative strengths to reinforce each other's capacity and potential.

In addition the method used in facilitating the process, tapped the inherent talent and resourcefulness of each and every participant. This resulted in the ability of the participants to act together in a responsible and meaningful way. The approach thus focused more on the development of human capacities to assess, choose, plan, create, organize and jointly take initiatives.

3 WORKSHOP II CORE BUSINESS

The core business of session two started off with a bonding / relationship building exercise. The intention was to set a relaxed mood and give way to interaction. Introductions, welcome remarks, presentation of the intentions and the setting of ground rules ensued in this preliminary session.

This was followed by a review of the session I of the leadership and development programme. This review was done through group interaction in groups and what was not clear in this last session was reinforced by the lead facilitator.

Beginning session II in earnest the lead facilitator stated that;

“Ending the programme is the beginning of taking the leadership into the world by translating the materials into action”.

The content of session II covered conversations on the concepts stated below;

- ◆ Results, Accomplishments, Breakdowns and Breakthroughs (Distinction),
- ◆ Presentation of breakthrough initiatives,
- ◆ Breakdowns and breakthroughs (An In depth Discussion),
- ◆ Self-awareness, Self-management, Social awareness and Social action,
- ◆ Coaching and engaging others,
- ◆ Team work.

The lead facilitator delivered short presentations on each of the concepts. This was followed by exercises and animative discussions by the groups, to create a deeper understanding of each concept. Questions were posed during each session and clarification was provided, amplified by living examples.

The participants shared stories, experiences, testimonies and expertise. This discussion resulted in them strengthening each other, on the right approach to turning the epidemic around in an “unstoppable” way. The full report documents the outcome of the sessions based on the input of the participants.

The major outcome of the three day session was the presentation of the breakthrough initiatives which included new possibilities summarized below;

- Continuation of abstinence clubs in schools with an intention of rolling the initiative out to other villages,
- Ensure stakeholder enrollment and engagement of community leaders, the men’s sector, boys in schools and the elderly in the initiative,
- Focus on couples in terms of relationship building, and encourage communication between couples,

- Penetrate the Zwezuru ethnic group as resistance to change has been discovered in this community,
- Encourage the formation of support groups,
- Align the organization inventory to create a division between district and national level cohorts,
- Improve coordination to avoid duplication of efforts,
- Restructure groups to gain better results, and attend to logistical issues.

3.1 EVIDENCE OF SUCCESS

It is appropriate and deserving at this juncture, to notice and name the incidences from this workshop, that demonstrate visible results and what we can call “the good news”. These incidences are summarized below under appropriate and relevant headings.

3.1.1 THE FACILITATION APPROACH

The success of these workshops should be attributed to the outstanding facilitation expertise of the lead facilitator. Jonathan Love. He has the ability to facilitate life generating processes wherein which enables new, different and great conversations to take place amongst groups without wearing the “expert” hat. In this manner he has great capacity to engage groups in conversations that generate new possibilities particularly in initiatives that seek to make positive contributions to society. This kind of facilitation is direly needed in this era of HIV / AIDS, and the lead facilitator’s approach made things happen.

3.1.2 INTERACTION AND APPRECIATIVE ENQUIRY

What emerged at this workshop was the openness in participant’s interaction, the art of questioning and sharing of testimonies, stories and experiences. The undiscussables did not inhibit the participants and in many ways taboos were tickled. This is evidenced by the open discussions that ensued about the “great unsaid”. Some examples of the “great unsaid” that were cited included;

- Conversations of sexual satisfaction and impotency among couples,
- Lesbianism, gayism and marital rape continue to be silent issues,
- Non-declaration of the cause of death at funerals if the cause of death is HIV related,

This openness will go a long way in accomplishing the breakthrough initiatives.

3.1.3 THE VISIBILITY OF COMMUNITY LEADERS

Chiefs, court presidents, a pastor shared testimonies and stories on their approaches to talking back to the virus. They also reflected on the workshop proceedings. They emerge as visible role models and examples of unique quality leadership.

Their efforts towards turning the epidemic around will filter down to the communities, particularly to the hard core custodians of the culture. They will in the process create other leaders. Their testimonies are recorded below.

The voice of Chief Moapare (Hukuntsi):

We as dikgosi (chiefs), have a critical and strategic role to play in the communities that we serve. As the chief I have taken it upon myself to make HIV /Aids conversations a “must do” at the kgotla meetings which occur almost every day. Many people gather at the kgotla and my commitment is to generate conversations to reverse this epidemic one conversation at a time.

I do not visit bars; I do not want to be seen in the bar because I do not want to be tempted. A kgosi must be exemplary and most of his followers will respect him, hear his words and follow in his footsteps. One of the great leaders said “Give me a platform to stand on and I will change the world. I will do the same”.

The voice of Court President - Mosojane Masunga (Woman):

If you are a chief you can lead the pathway by being exemplary. For example I led the way to the voluntary testing centre to know my status and a number of people in my community followed me to do the same.

When I am requested to officiate at various occasions I always put in a strong word about the HIV /AIDS topic. During funerals I spark conversations about the disease. I am convinced that my people are becoming serious about confronting the painful and brutal facts about this epidemic.

**Kgosi ke kgosi ka batho (A chief is a chief because of her / his people).
Kgosi yare go tlhotsa malata a gagabe (When the chief limps, his followers crawl).**

If we as chiefs lead the way the people will follow and many lives will be saved.

This leadership development programme has strengthened me and I believe it is so with all of us. It is now for us to go into the communities and share this valuable information with them.

The voice of Court President – Gaborone West – Graham Hambira:

Chiefs are the custodians of culture, norms and values that are widely accepted by the people in the communities. These are the very norms and values that sometimes fuel the spread of HIV / AIDS.

Chiefs have stood the test of time. They should step in and use their wisdom to raise the issues and challenges around the epidemic. Chiefs are the right people to bring about change and they should understand that change is dynamic. For them to bring about this change they have to be extensively empowered.

“Not just one chief but all of them country wide”.

In my official capacity as a chief I talk about HIV / AIDS at different fora and occasions including the schools. I interact with Members of Parliament, Members of the District Multi-Sectoral AIDS Committees. I talk about HIV / AIDS because this is the platform that we as chiefs can use to get our voices heard.

The voice of Chief Ramokate: Makaleng (A young chief):

Young people do not attend kgotla meetings. We know of course that the HIV / AIDS prevalence rates are very high among them. I have developed mobilization strategies to interact with them on a regular basis. I have decided to target them at their strategic places which include football grounds and disco shows, and we talk.

The voice of the Pastor: Letlhakeng:

Whatever position you have in the community you have a significant role to play. Whether you are an ordinary member, a chief or a pastor you have a platform and you have to demonstrate your visibility. We have learnt that leadership is about speaking, listening and way of being. When given this platform use it to the full.

I have for example challenged pastors who are said to sexually abuse children. I use the very bible that they purport to justify their status and positions. I openly tell them not to abuse children, not to destroy God’s creation, to be fearful of wrong doing, and to remember that our bodies resemble God’s temple. We need to enter a new world and walk in it with respect.

The fact that the community leaders have taken a stand in reversing the epidemic demonstrates a recognizable level of success of the LDP.

3.1.4 REFLECTIONS BY PARTICIPANTS

Representative of the National LDP Coaches: The impressions of a youth coach from Kgalagadi:

He described the training workshop as beautiful and appreciated the participants for the active role they played. He also conveyed a message to the other coaches and stated that he enjoyed working with them. He encouraged the participants to continue finding their inspiration.

“Let’s not be intimidated by breakdowns. As transformed leaders, don’t be afraid to ask”.

He also underscored the difficult times ahead and cited the following challenges: transport, meal allowances for local volunteers and above all the lack of coordination of programmes at all levels of the national response.

He concluded by re-emphasizing the importance of building relationships that will result in a formidable team being “unstoppable” and dynamic.

“As we come to the end of the training, it is not ending the leadership programme in Botswana but it’s beginning”, he concluded.

District Representatives

The voice of Kgosi Moapare - Kgalagadi North – Hukuntsi

I highly appreciate this training workshop. “As I stand this ground to take a stand, I will move the world, we can all move the world and if we fail lets try again and again and never give up.”

North East: Council Secretary

I appreciated that North East has been selected as a participating district on the LDP. We have learned a lot including survival skills and hope that we will be able to pass the skills that we have learned to community.

We will share the stories of success in our district.

Okavango:

“We have been inspired and transformed, we have to fight and never give up. Failure is an opportunity to do things differently”.

Gaborone Representative:

I appreciate the organizers of the workshop UNDP, NACA and the MLG and above all the lead consultant Jonathan Love for coming up with a wonderful programme.

“Individually I have benefited from this training. As I leave this workshop I’m armed with skills to deal with my personal life and to pass on the skills to the community in facing and resolving community challenges”.

Kweneng West

I appreciate this leadership training and commended the organizers UNDP, NACA and the MLG for the work well done.

We in Kweneng West feel encouraged, inspired and motivated to fight the war against HIV/AIDS.

3.1.5 IMAGERY AND CREATIVE LANGUAGE

Great eloquent philosophers share with us that language makes up the world and not the other way round. The workshop was interspersed with poetry which depicted the latent talent that lies particularly in young persons, and that needs to be unleashed and tapped to support conversations for possibility in halting the raging epidemic. One of the youth representatives shared a poem related to the epidemic.

3.1.6 INTERVIEWS

The rapporteur conducted a few interviews in between the workshop sessions. The following quotations have been lifted from their interviews.

I worked on my wife with gracious persuasion and persistence. One morning she asked me this question; “If I test and I find out that I am HIV positive what will you do? How will you react to the situation?” I answered her with all the innocence in the world. We have been married for twenty one years, if this happens I will support you come rain come shine.

I also felt I had a duty to step into the hearts of my colleagues, the members of the land board. When I told them that I was going for an HIV test, eight of them rallied behind me, plus one of the land board officers.

“As I speak we all know our status. “For me this is the most wonderful feeling of a life-time”.

In church I make no bones about HIV / AIDS, I hit the nail on the head, all the pastors know me well. The truth is surfacing at all church meetings and men in particular are beginning to respond positively. I am not looking back, I have taken my sword to destroy HIV / AIDS in partnership with the community.

Chief Letlhakeng:

As the chief I know chieftainship is about people. I have sworn in my capacity as a chief to move people from fear of the disease and feelings of helplessness to feelings of hope. I am leading the war and I am in the forefront.

My people are thirsty for knowledge and my vision is to give them the knowledge everyday.

My greatest teaching to them is that HIV / AIDS conversations should begin at the family level. I will not despair until we win this war.

The voice of the Youth:

I have attracted the young and old through my poetry, which sounds themes about the epidemic. I recite poetry during various occasions, kgotla meetings, AIDS fairs and the like. My poetry has inspired many particularly the young. They follow me up and down and we engage in lively conversations, talking about anything and everything.

District AIDS Coordinator – Kweneng West:

I mingle periodically with church people, Community Home Based Care workers, members of the NGO community, HIV / AIDS counselors, diverse women's groups, you name it. This I reckon and believe is the glue of the society and it is only them that can collectively reverse the scourge.

The above voices demonstrate an emergence of a “new” kind of leadership to support the cause.

3.1.7 HIGHLIGHTS BY A YOUNG UPCOMING POLITICIAN

The Honorable Member of Parliament and chairperson of the Parliamentary Special Select Committee on HIV / AIDS Mr. Nonofu Molefhi shared the following in his closing remarks;

- The exploratory journey we have commenced towards vision 2016 linked to the reversal of the scourge,
- Spiritual connectedness by comparing the transformed leaders to the shepherd minding the sheep,
- The importance of leading and coaching with the latter rarely occurring,
- The new paradigm shift which involves a new source of power to produce remarkable results by taking a stand for a new possibility,
- The power of the people and the brilliant idea of enrolling and engaging them. Use unique qualities of leadership and being patient with people.

- In this way the AHA! Moment will dawn which will be a cause for celebration.

The incidences documented above, is clear evidence of the following;

This core group has gained extensive experience in leading teams tasked with social aspects of development to deal with the epidemic. The core group emerges as passionate, unconventional and focused, which will help emerging leaders to think and act differently. The hope is that each breakthrough team will achieve some level of results and accomplishment.

That is the “good news” about the UNDP LDP and the hope is to maintain and sustain the momentum.

The following recommendations emerged based on the outcome of the sessions, the participants’ reflections and the rapporteurs’ observations;

- **SUCCESS OF TEAMS**

The constraint of teams failing to meet because of their clash with their normal work, and the fact that a few members have decided to break away from the teams is a concern.

Recommendation One:

The issue should be investigated and a number of possibilities raised and concrete action taken to keep the teams intact and in a progressive state.

- **LEADERS AT POLICY AND DECISION-MAKING LEVELS**

The higher leadership such as Town Clerks, District Commissioners, Permanent Secretaries, Directors and other senior personnel to which these team members report are not fully aware of the programme, and may not appreciate fully the great work the individuals do, hence the clash with the normal activities.

Recommendation Two:

These managers who are located in the upper echelons require exposure to this programme, to appreciate it if this epidemic is to be reversed.

- **RESOURCE MOBILISATION AND ALLOCATION**

Resources are obviously in great scarcity but there is no doubt these are required to uphold the momentum and accomplish the team breakthrough initiatives.

Recommendation Three:

The issue of resources should be looked into. A number of possibilities arise at the district level, particularly in sharing transport, which seems to be the major hurdle. Participants should be encouraged to explore these possibilities for them to gain the results and accomplishments envisaged.

■ **SUPPORT MECHANISMS**

A core group of individuals has been established in the form of teams to achieve their breakthrough initiatives. This core group includes facilitators that aim at giving the necessary support. If this core group doesn't "hang together - most assuredly they will hang separately". They are a strong social capital in the reversal of the epidemic. Their regular meetings would add value to the course.

Recommendation Four:

The organizers should find a way of bringing this core group together under one roof, for them to discuss and share best practices and challenges. They should also be called upon to periodically support the breakthrough initiative teams.

■ **CONTRIBUTION OF THE MEDIA**

Valuable programmes such as these need intensive publicity in order to enroll and engage a critical mass. The media needs to be upbeat in this regard to inform and educate the nation. The print media is key in this situation. Botswana Television can be of tremendous support in popularizing the programme through its agenda.

Recommendation Five:

The organizers should find a way of extensively involving the media, particularly during the implementation of the breakthrough initiatives. Botswana authors can be sourced to contribute by writing articles about the events, challenges and accomplishments.

■ **MONITORING AND EVALUATION**

Breakthrough initiatives are critical and central to the accomplishment of actions. They evolve over time and participants can develop their own transformation skills and capacities when implementing these.

Recommendation Six:

The teams require extensive hand holding, monitoring and evaluation during these events. The organizers should develop monitoring and evaluation tools that are highly participatory to assess progress.

1. BACKGROUND AND INTRODUCTION.

The UNDP response to HIV / AIDS in Botswana popularly known as Leadership For Results (L4R), intends to contribute to the fulfillment of the United Nations General Assembly Special Session (UNGASS) Declaration. Further more the ultimate idea of the L4R programme is to build a “new” kind of leadership and organization, characterized by a focus on breakthrough results, creativity, innovation and risk taking. In addition, the programme upholds commitment to quality, team effectiveness, open, honest communication, mutual understanding, respect and appreciation.

More specifically the L4R programme is intended to;

- support participants of the programme to design, take and follow through effective action to achieve the four UNGASS goals of Prevention, Care and Support, impact mitigation and reduction of vulnerability moving from process orientation to focus on results,
- chart out a path of discovery and invention of ways to change behavioural attitudes and assumptions that perpetuate stigma, denial and the culture of silence,
- learn together how to shift people from resignation and organizational paralysis to a sense of possibility and urgency for action,
- enhance the already existing leadership qualities and acquisition of “new” skills and qualities, that border on HIV / AIDS programming as ways of increasing ownership for intentions and results,
- facilitate the convergence of stakeholders to form effective results-oriented coalitions,
- enroll in a leadership process, that aims at informing and empowering the task of planning and implementation of HIV / AIDS programmes at national and sub-national levels,

The UNDP thus defines one of its key contributions to reversing the epidemic, as supporting the creation of an enabling environment that facilitates the achievement of critical commitments, reflected in the UNGASS Declaration.

UNDP aims to support this contribution through its Transformative Leadership Capacity Development Programme (LDP). Education, Training, Consultation and Coaching are critical components of the LDP.

1.1. TRACING THE BOTSWANA PROGRAMME (Round one of the LDP)

Between September 2003 and May 2004, the LDP programme was delivered in three parts and was facilitated by Ms. Linda Gioja. These parts articulated the following themes;

- ✓ Critical thinking and the creation for possibility,
- ✓ Enhancing leadership for action and results in Botswana,
- ✓ Inspiring and sustaining action.

Participants enrolled in the LDP included government personnel, civil society organizations, the media, private sector representatives, UN officials and UNDP representatives.

The outcome of these sessions was the formation of sixteen breakthrough initiatives. Each group defined its breakthrough initiative, which provided a platform for achieving results that contribute to the national development goals and the response to HIV / AIDS. These breakthrough initiatives were aligned with the National Strategic Framework (NSF) 2003-2009.

Through the transformational leadership skills provided by the programme, work in reversing and containing the epidemic at all levels of society is ongoing despite the prevailing challenges.

Since the aim of the LDP is to create a wider and more diverse base of local resources, facilitators were identified and sourced from different agencies and districts in the country. These facilitators were trained in leadership development methodologies, to build capacity and encourage them to take the work to even greater numbers of participants. These facilitators had to respond to a particular profile for them to successfully lead the breakthrough groups.

1.2. ROUND TWO OF THE LEADERSHIP PROGRAMME – WORKSHOP I

Two workshops were conducted during the second round of the L4R HIV / AIDS Programme. Both these were facilitated by Jonathan Love, a senior partner in an organization called Leadership for Social Change.

The first one was held in Francistown at Tati River Lodge from the 26th -28th September 2005. The purpose of workshop one was to;

Generate together with the participants, new thinking, new possibilities and new actions that can contribute to the transformation of the response to HIV / AIDS in Botswana.

The topics addressed at this workshop captured the following areas;

- Leadership as a competency,
- Transformational leadership,
- The integral approach,
- Emotional intelligence (EI),
- Breakdown initiatives.

Six recommendations emerged from the September workshop and are documented in the report of the proceedings. These recommendations will inform, follow up action, creation of possibilities and opportunities for action oriented implementation..

1.3. ROUND TWO WORKSHOP 2

1.3.1. WORKSHOP FOR COACHES:

As is the norm and a critical step in the L4R programme for HIV /AIDS, a six day workshop was planned and organized for selected coaches. The coaching session enables these representatives from a broad range of sectors, to support the lead facilitator during the larger workshops events.

In addition, their exposure to the different concepts and methodologies of the leadership programme, provides them with information, knowledge and approaches of cascading the conversations to their relevant constituencies based on their breakthrough initiatives and individual commitment.

The purpose of the LDP Coaches training programme was to;

Dramatically increase the capacity for transformational leadership development, coaching and facilitation in Botswana.

The intended results were to;

- develop a core group of coaches and leaders committed to learning and working together in the context of the LDP,
- give each coach the opportunity to begin to realize their commitment to lead the UNDP's LDP,
- give each coach the opportunity to grow and develop themselves in ways that contribute to all the roles that they undertake in life,
- develop the capacity of the coaches to deliver a number of quality LDP's in Botswana,
- give each coach the experience of a dramatic leap in their relationship and ability to deliver key elements of the LDP,
- give coaches the experience of being in the programme, being positive, pleasurable and supportive.

1.3.2. THE METHODOLOGICAL APPROACH

The methodological approach to this workshop was highly participant driven. The lead facilitator presented the concepts, interspersed with animative, interactive exercises aimed at achieving transformational leadership. Spaces were provided for question time to reinforce the learning.

This interactive approach recognized and acknowledged the creative analytical capacity of the participants and their associative strengths to reinforce each other's capacity and potential.

In addition the method used in facilitating the process, tapped the inherent talent and resourcefulness of each and every participant. This resulted in the ability of the participants to act together in a responsible and meaningful way. The approach thus focused more on the development of human capacities to assess, choose, plan, create, organize and jointly take initiatives.

1.3.3. HIGHLIGHTS OF THE COACHES WORKSHOP.

The first day was facilitated by the HIV / AIDS Programme Specialist (UNDP) – Ms. Lydia Matebesi, and the Programme Assistant from the National AIDS Coordinating Agency (NACA) – Mr. Bontsi Monare

The focus of the day was to set the scene, provide a relaxed atmosphere and build a strong team of coaches in Botswana. The Planning Officer of NACA – Mr. Dimbangu, presented the welcome remarks. He emphasized the difference required to make the results of turning the epidemic around more visible.

“We are the eyes of the public, let us not fail the communities, let us not despair by reaching a stage of helplessness. Let us take up the responsibility to ensure less suffering. Transformational leadership is key”, the presenter emphasized.

Mr. Monare presented the first session of the coaches training.

After the ground rules were set and agreed upon, the facilitators were engaged in a relationship building exercise, where they shared their communities of origin, their strengths, what they liken themselves to and what they would like to be known as.

The outcome of this activity was a revelation of personalities, shared stories that articulated values, the awakening of self-consciousness and conversations of commitment to reverse the epidemic one conversation at a time.

The bonding session was followed by a presentation on the characteristics of a coach led by Lydia Matebesi. These captured the following key points;

- ✓ The art of being a people oriented person and the capability of unleashing the qualities of confidence, respect and trust,
- ✓ Coaches learn and as they learn more, the more of coaches they become. They question, observe and analyze situations,
- ✓ Coaches question but rarely direct,
- ✓ Coaches give freely and are generous in providing information,
- ✓ They give time and effort to improve and empower others,

Coaches do not seek limelight; they prepare people for success and not failures.

The outcome of this session revealed conversations that pointed to;

“The need for coaches to set targets and standards and bow down and take the blame when failure emerges. They sustain positive action, create breakthroughs and envision the process.”

Today’s troubled world’s success depends on organizations that are flexible, responsive, quality focused and relationship based. The response to this world calls for continuous innovation, and a culture of trust which is an imperative.

The facilitators were at a consensus in relation to the key conversations about the culture of coaching.

John Love took off from where the two facilitators left off.

Using a participative style the lead facilitator presented the leadership competencies and offered diverse examples for further clarification. The coaches worked in small groups, generated discussions on a particular concept, in order to identify and internalize its application and strategies of replicating the programme lessons. They were also given an opportunity to ask questions, share stories and experiences on transformational leadership.

The concepts were discussed at length to create a deeper understanding of the issues and how they can become change agents in the home, work and community environments.

These concepts included;

- The definition and attributes of transformation,
- Leadership and what it entails,
- The four quadrant framework ,
- Emotional intelligence,
- Breakthrough and breakthrough initiatives.

1.3.4. SESSION OUTCOMES

Exploring the distinctions to get a deeper understanding of their application and replicability, an animative discussion ensued through comments and questions. Among others the following comment / question was a concern and pertinent for generating a discussion.

“Leaders exist at different levels of society, particularly those at the apex of power and decision-making, those that control the economy. The question is how transformed are they, and if they are not, are we moving in the right direction?”

Experiences and lessons were shared between the lead facilitator and the coaches to contextualize the various distinctions and respond to the questions.

- enhancing the existing leadership qualities of the coaches should enable them to acquire “new” skills and qualities to bring to bear on HIV /AIDS programming,
- coaches should shift gear and endeavor to gain insights into the complex nature of human behaviour, which will in turn motivate them to view the world with a different transformed lens, in addressing the fundamental causes that fuel the epidemic.

The lessons shared captured the following notions, attributes and approaches that can result in possibilities, opportunities, actions and finally the appreciation of accomplishments.

TRANSFORMATION. Is about;

Those that possess the power in the decision-making environments, have the power of enforcement. It is your choice to step in and take the risk to move forward. Even if organizations exist to maintain the status quo, they are made up of people who change the status quo by making a fundamental shift, through a public declaration.

Human beings live in an interpreted world, step into their world and generate possibilities. Keep coming up with possibilities through recognition of breakdowns, acknowledging them and never giving up the course because leadership is a risky business.

Transformation is possible, desirable and easy to recognize, acknowledge and give up an automatic way of “being” in favor of making something new possible. Engage in proactive listening and avoid listening ready to react.

LEADERSHIP Is about;

Speaking, listening, acting and being in a way that enables a community to effectively meet the challenges they face, and giving people the experience of finding leadership for themselves.

Leaders should benefit and emulate previous great leaders who provided true and real leadership.

Leaders make the world occur differently, desirable and familiar. As human beings we have the capacity to transform, which gives us new possibilities that make things possible.

Leaders take a stand for something different. They envision the future and commit to it. Leaders stand for an unpredictable future, they use the past to predict the future and this is what shapes our moods and actions in the present. The future is the only place where possibilities can be invented. The future gives you access to live a committed life and becomes available as a resource to making the possible future happen.

Leaders create a vision of a desirable future that they see as truly possible. They generate their own commitment to achieving that future and in doing this all the resources of the past become available to guide their actions.

The Integral Approach;

The four windows that are fundamental to our thinking involves domains of experience that capture reality. Critical thinking should occur in the following distinct domains;

- ✓ The individual attitudes that fuel the epidemic,
- ✓ The individuals behavior,
- ✓ Values, norms and culture,
- ✓ The systematic and sectoral response

Understanding the above domains should deepen the understanding of the HIV / AIDS epidemic. The links between the individual and group attitudes, norms and consequent actions of individuals and groups should be analyzed, challenges discussed and solutions found.

The question facing us is, what meaning do we attach to other people when they reveal themselves in conversations? As leaders we share meanings with individuals and groups, and we need to confirm what we mean in particular situations.

● **EMOTIONAL INTELLIGENCE (EI)**

A research based model as opposed to philosophical views. The concept draws on psychology, sociology, anthropology and religion. It also involves the following scenarios;

- ✓ listening proactively, and pre-setting your listening,
- ✓ noticing the little voice about to tell a story,
- ✓ observing the creation of meaning that lies in the genesis of the story,

We live in the story and not in what happened. Taking a stand where current reality emerges is important for a transformational leader. We never are just ourselves alone, the self that we are is the self of the community we live in.

EI is about;

Dealing with your own internal responses, state of mind and relationship with others,
Making people you interact with emerge strong,
Managing yourself under stress, remaining calm and focused,
Staying in touch and providing people with motivation and energy.

EI motivates leaders to act by;

Generating conversations and relationships, sharing possibilities, opportunities, assessment, generating action, appreciating individuals and groups, and completing tasks.

“Never doubt the power of a small group of committed individuals. They can change the world” (Margaret Mead).

Leaders set moods and groups recognize whether these are real or fake. Emotional intelligence is learned and can be learned. Leadership involves a set of competencies that can be developed. EI requires self-awareness, self-management, social awareness and social action.

- **BREAKDOWN AND BREAKTHROUGH INITIATIVES**

Breakdowns are an opportunity for breakthroughs. Breakthroughs are visionary and unpredictable; they are unconditional and measurable and should represent a new quality of life, which should allow for the leverage of resources, not be business as usual or an add-on activity.

The art of creating visionary, unpredictable, unconditional and measurable breakthroughs is the creation of new possibility and being unstoppable in your action.

1.3.5. PULLING IT ALL TOGETHER

Throughout the coaches six day workshop, the participants were extensively engaged in small group exercises, sharing experiences and testimonies and delivering short presentations, to assess their comprehension levels.

At the end of these interactions the lead facilitator shared the following facilitation tips with the participants;

When making presentations note the following:

- **Be yourself,**
- **Strategize for the negative energy which inhibits quality performance,**
- **Have a presence and maintain contact with the audience,**
- **Do not ignore one side of the room, cast your eyes all over the room to achieve the full participation of all,**
- **Get a sense of when to stop talking and apply brakes.**

The lead facilitator also presented the pre-requisites of continuing as a group, and continuing self development. These pre-requisites included;

- Creation of new possibilities in your family life and community,
- Getting into action that is “What you really want to accomplish” and you will because you have made a paradigm shift,
- Asking people in the community how well you are doing, in order to measure your strengths and improve on the shortcomings,
- Declaring the future as a possibility, listening proactively to your own listening,
- Distinguishing the story from what happened,
- Paying attention to the group mood, and norms,
- Making promises and requests that result in action,

To have the ability to deliver the material, practice and do it. He emphasized.

On a final note the lead facilitator discussed the roles of the coaches in preparation for the larger workshop session two of the LDP. These roles included encouraging active participation at the tables, explaining instructions, monitoring the conversations and guiding the entire process in a result oriented approach.

2. WORKSHOP II – LEADERSHIP FOR RESULTS HIV / AIDS PROGRAMME

The leadership development transformation programme workshop two was facilitated from the 13th to the 15th February 2006 at Cresta Thapama Hotel.

2.1. PROGRAMME PURPOSE

The purpose of session II programme was to;

“Complete the programme in a way that recognizes the accomplishments and at the same time leaves the participants in action, with enhanced capacity to be unstoppable in achieving what they are committed to do”

2.2. EXPECTED OUTCOMES

The programme intended to realize the outcomes stated below;

Participants will;

- recognize and acknowledge what they have accomplished so far,**
- have the ability of participants to create new opportunities for their initiatives to transform the HIV / AIDS response in Botswana,**
- will gain experience and empowerment to deal effectively with problems and obstacles,**
- gain experience and will be enhanced in their leadership capacities, and be complete with their programme.**

2.3. PARTICIPANTS PROFILE

The workshop drew participants from a diverse range of sectors. These included national and district level representation, representation of different ministerial sectors, civil society organizations and the private sector. The target group thus consisted of individuals that are currently in leadership and advocacy positions.

The group of participants included officials and advocates in the area of HIV / AIDS such as HIV / AIDS Coordinators, Peer Educators, Aids Counselors; representatives of support groups, Community Home Based Care representatives, and a behavioral change specialist.

At the national and district level, court presidents were in attendance, this included chiefs from various communities. From the health sector the workshop drew on senior level representatives such as doctors, registered nurses, health and safety support organs and Family Welfare Educators (FWEs).

At the national and district level, social workers were also brought on board the workshop. The workshop also roped in senior level personnel such as planners at different levels, a city clerk, a district officer, representatives of various boards and a research officer.

The Ministers Fraternal was also represented which included pastors and chaplains. Other participants included Community Capacity Enhancement (CCEP) Facilitators, artists, poets, United Nations volunteers and youth representatives.

UNDP Country Office was represented by the HIV / AIDS specialist and NACA was fully represented by the programme assistant, the programme planning officer and its secretariat.

3. WORKSHOP II CORE BUSINESS

Workshop two began in earnest on the first day. The intentions of this second session were to;

- Deepen our understanding and ability to use the concepts and tools learned in session 1,
- Create new opportunities to transform the HIV / AIDS response in Botswana,
- Learn and practice the methodology for turning breakdowns into breakthroughs,
- Enhance our leadership capacities with new methods and tools.

3.1 SETTING THE SCENE

To set the scene for a participative and interactive session the workshop started off with the preliminaries. These included the following aspects;

- ✓ Welcome remarks by the NACA representative and introduction of the lead facilitator,
- ✓ Introduction of the participants and co-facilitators,
- ✓ Presentation of the intentions of the workshop, generating and agreeing on the established ground rules.

3.2 REVIEW SESSION

The following materials for session I were reviewed;

Leadership, The Integral Model, and Emotional Intelligence. This was done through group discussion and interaction in groups with the support of the coaches.

Participants were asked to make a list of all the topics, ideas, distinctions and concepts that were covered in the last session. In addition they had to individually cite one instance when they used these.

Participants in their feedback demonstrated knowledge about the concepts and frameworks from the last session and stated instances where they were able to apply them. They also stated some of the concepts and frameworks which were difficult to comprehend.

These included the following;

- ✓ The integral approach,
- ✓ The past the present and the future,
- ✓ The vicious circle,

The lead facilitator reinforced the learning by elaborating and explaining the concepts in more detail.

The important lessons that emerged and were shared to enhance understanding pointed to the following pertinent issues to be embraced and acknowledged.

The “I” concept is about how you feel, what you understand or know. It motivates you to bring out the leadership in you, and should be aligned with the perspectives of others.

The interior section of the integral model is intangible and subjective, while the exterior is observable and objective, and spells the reality. Take into account the realities that emerge from the interior and the exterior to transform social reaction.

The layman’s thinking about the future, will get you good plans but not transformation. The future is not a slight variation of the past, it can be completely different.

We tend to expect what is going to happen and we notice the things that confirm our expectations. We thus live in the story and not in what happened.

The review of session 1 ended with the above conversations. This was the beginning of session 2, which was triggered with the following conversation to be acknowledged and embraced.

Ending the programme is the “beginning” of taking the leadership into the world, by translating the materials into action.

4. PROGRAMME SESSIONS

4.1. RESULTS, ACCOMPLISHMENTS, BREAKDOWNS AND BREAKTHROUGHS

The review of session 1 was logically followed by an agenda that captured the following areas of intervention;

- ✓ Distinguish result, accomplishment, breakdown and breakthrough,
- ✓ Preparation of initiative reports,
- ✓ Report on results and accomplishment.

A short presentation interspersed with examples was delivered on result, accomplishment, breakdown and breakthrough which are succinctly summarized below;

Results are observable; outcomes are usually measurable and occur in the external quadrant.

Accomplishments are the interpretations agreed on which attach value to group performance, and mostly occur in the internal quadrant. “Its about feeling good that we have played a good game”.

A **breakdown** is when you go on and on and feel you will not make it, but it is an opportunity of a breakthrough, which was not originally planned, which may even produce a better outcome.

Breakthrough is an achievable, measurable commitment, or an “Aha” experience that makes you realize your vision.

4.2. BREAKTHROUGH INITIATIVES

The teams were given an opportunity to prepare their initiative reports and report their results and accomplishments in a feedback session. The team conversations were to put something at stake by searching for new possibilities, determine a new breakthrough, and choose to participate or invent their own breakthrough initiative to demonstrate leadership in halting the epidemic.

Groups were guided by the following format:

- The name of the group / district,
- The name of the initiative / key goal,
- The results and the accomplishments,
- The breakdowns and the breakthroughs

Table one which follows documents the breakthrough initiatives of the different teams.

TABLE 1:

BREAKTHROUGH INITIATIVES / NEW POSSIBILITIES

NAME OF GROUP / DISTRICT	NAME OF INITIATIVE / KEY GOAL	RESULTS	ACCOMPLISHMENTS	BREAKDOWNS	BREAKTHROUGHS
1. K GALAGADI NORTH DMSAC GROUP I	To achieve behavioral change through inspiring personal transformation	Conducted a one day behavioral change workshop for 139 students at Matsha Community College on 28 th January 2006	Informal report from the teachers at Matsha indicated a change in behavior by students, Effective communication from all stakeholders,	Some students and teachers did not attend the workshop because they had other commitments, There was political interruption since we were advised not conduct the workshop in the original targeted area (CKGR).	Managed to hold the workshop by changing the targeted settlement.
2. K GALAGADI NORTH DMSAC GROUP II (FRIENDS OF WELKOM GROUP)	To inspire behavioral change through motivating personal transformation specifically targeted to lessening alcohol abuse, “Zero new HIV infections by 2010”.	Managed to hold talk shows and video shows on HIV/AIDS in the Welkom Bar.	Bar owners took on the idea of video and talk shows, Video and talk shows held Positive attitudes are surfacing in the community, Commitment by the community to spread the message to shebeens has occurred.	Failure of people to attend the first two meetings due to lack of commitment, Transfer of team members interfered with active participation of members.	• Managed to convene meeting at Welkom Bar despite initial failure.

NAME OF GROUP / DISTRICT	NAME OF INITIATIVE / KEY GOAL	RESULTS	ACCOMPLISHMENTS	BREAKDOWNS	BREAKTHROUGHS
3. LETLHAKENG SUB-DISTRICT (EMANG BANONA GROUP)	To encourage male involvement and enrolment in all HIV/AIDS programmes, 100% men eligible for ARV will have tested and enrolled by February 2006	There was commendable rapport and cooperation by stakeholders, Meetings were successful.	Managed to hold meetings with the target group, Managed to elect 2 men sector committees in two villages.	Most people could not attend meetings because of the ploughing season.	Men started testing as the chief led by example and tested first.
4. LETLHAKENG SUB-DISTRICT (MONANA IKGAPHE O TSHELE GROUP)	100% abstinence from sex among youth under 18 years in the Sub-District.	Collected base line data including indicators, 4 schools promised to form abstinence clubs, 35 youth pledged to join abstinence club, Youth committee formed in one settlement and workshop held.	Managed to consult with all stakeholders, Good cooperation among group members,	Lack of transport to bring some group members to meetings, Poor communication regarding meetings, Normal work schedules of team members clashed with the initiative.	Held workshop for the youth, 35 youth were enrolled into the abstinence club within a short period.

NAME OF DISTRICT / GROUP	NEW POSSIBILITIES	UNFINISHED BREAKTHROUGHS	ACTIONS / BREAKTHROUGH RESULTS
LETLHAKENG SUB-DISTRICT. (MONANA IKGAPHE O TSHELE GROUP)	Continue with formation of clubs, Roll out initiative to other villages.	Resource mobilization, Follow up of teachers and school clubs.	All members of the group will continue with the initiative.

NAME OF GROUP / DISTRICT	NAME OF INITIATIVE / KEY GOAL	RESULTS	ACCOMPLISHMENTS	BREAKDOWNS	BREAKTHROUGHS
5. OKAVANGO SUB – DISTRICT (MAKGOBOKGOBO GROUP)	To encourage and increase male involvement in the fight against HIV/AIDS in Shakawe.	Formed a men sector committee, Managed to convene 6 meetings, Organized Mr. Men Against HIV/AIDS Pageant.	Managed to brief the Sub DDC members, The people of Shakawe (men) showed commitment, managed to attend meetings and contributed a lot during the proceedings.	Transport not readily available, Initial poor attendance of meetings, Lack of funds to support the Pageant, Difficulty in balancing routine responsibilities with initiative demands.	Community started taking interest in the initiative, Improvising means to attain transport, Found other ways of raising funds to support the pageant, each group member contributed P20.00, Invitations for the launch of the men sector in Shakawe on 11 th March 2006 have been sent out.

NAME OF DISTRICT / GROUP	NEW POSSIBILITIES	UNFINISHED BREAKTHROUGHS	ACTIONS / BREAKTHROUGH RESULTS
OKAVANGO SUB DISTRICT (MAKGOBOKGOBO GROUP)	<p>Ensure participation by community leaders in the initiative,</p> <p>Ensure emergence of other men sector committees in other villages,</p> <p>Continued and growing support from the communities,</p> <p>Formation of boy's committees in schools,</p> <p>Involve the elderly to join the fight against HIV / AIDS,</p> <p>Reduction of infection rates and stigma, Women to get support from their partners.</p>	<p>Increased community participation, in HIV / AIDS conversations,</p> <p>Improvise means of getting transport,</p> <p>Launch the Men Sector Committee on 11th March 2006 in Shakawe,</p> <p>Build relationship with other stakeholders.</p>	<p>The group will continue and is committed to forming a men sector in other villages and in schools.</p>

NAME OF GROUP / DISTRICT	NAME OF INITIATIVE / KEY GOAL	RESULTS	ACCOMPLISHMENTS	BREAKDOWNS	BREAKTHROUGHS
NORTH EAST GROUP I (SMALL VOICE GROUP)	To identify and address cultural practices and beliefs of the Zwezuru ethnic group that impact negatively or positively on HIV / AIDS prevention,	Questionnaire developed , administered and analyzed in 4 villages, Allocation of tasks done, Held the first meeting,	Identified the Zwezuru ethnic group in Moroka village as the target group, Managed to penetrate the Zwezuru ethnic group who are known to be difficult to respond, Secured food for the group, Full commitment by the team members.	Conversations were not held with the community because they were away on business trips, Lack of transport.	No breakthrough so far.

NAME OF DISTRICT / GROUP	NEW POSSIBILITIES	UNFINISHED BREAKTHROUGHS	ACTIONS / BREAKTHROUGH RESULTS
NORTH EAST GROUP I (SMALL VOICE GROUP)	Focus on men since they wield most of the power so that we can transform them in order to achieve our initiative, Encourage delay of early marriage and pregnancy within the Zwezuru community.	Get all to test for HIV/AIDS, Ensure that all Zwezuru children go to school,	Ensured that all members of the community have access to information on HIV/AIDS through for example; Radios,

NAME OF GROUP / DISTRICT	NAME OF INITIATIVE / KEY GOAL	RESULTS	ACCOMPLISHMENTS	BREAKDOWNS	BREAKTHROUGHS
7. NORTH EAST DISTRICT (MAZWIBATO GROUP)	<p>Secondary abstinence among the sexually active population in the district,</p> <p>Reduction of HIV infection through secondary abstinence,</p> <p>Sensitize the communities through meetings and encourage formation of associations and support groups.</p>	<p>Held 3 successful meetings in three villages,</p> <p>Some people who stated that they were abstaining promised to motivate other members of the community on secondary abstinence,</p> <p>Some people who showed interest in the initiative promised to form a support group.</p>	<p>Acceptance of the initiative by the community,</p> <p>Good attendance of Kgotla meetings,</p> <p>People were free to discuss sexual issues at Kgotla meetings including the youth.</p>	<p>Failure to address Kgotla meetings by the Masunga Team.</p>	<p>None</p>

NAME OF DISTRICT / GROUP	NEW POSSIBILITIES	UNFINISHED BREAKTHROUGHS	ACTIONS / BREAKTHROUGH RESULTS
NORTH EAST GROUP I (MAZWIBATO GROUP)	<p>Define secondary abstinence to have a common understanding,</p> <p>Encourage communication between couples,</p> <p>Form support groups and decide how the groups will operate.</p>	<p>Continue with formation of support groups,</p> <p>Address Kgotla meetings in other villages,</p> <p>Address Primary School students, Hold meetings at various fora such as Churches, Full Council meetings and Clinics.</p>	<p>80% of the team will continue with the initiative,</p> <p>Incorporate the new possibilities in the breakthrough initiative.</p>

NAME OF GROUP / DISTRICT	NAME OF INITIATIVE / KEY GOAL	RESULTS	ACCOMPLISHMENTS	BREAKDOWNS	BREAKTHROUGHS
8. GABORONE DISTRICT TEAM B (A RE KOPANENG GROUP)	Ensure 100% coordination of HIV / AIDS organizations by February 2006.	Identified 27 AIDS service organizations and visited all of them, Produced an inventory.	An appreciation from the service providers of the initiative, their core business understood and a relationship built.	Meeting of the senior managers failed to materialize.	None

NAME OF DISTRICT / GROUP	NEW POSSIBILITIES	UNFINISHED BREAKTHROUGHS	ACTIONS / BREAKTHROUGH RESULTS
GABORONE DISTRICT TEAM B (A RE KOPANENG GROUP)	Convene meeting with the identified organizations, Align the organization inventory to determine which are at District and which are at National level, Encourage specialization to reduce duplication of activities, Embark on a capacity building exercise.	Meetings to be held for managers of all the identified organizations.	The team members are all going to continue with the initiative.

NAME OF GROUP / DISTRICT	NAME OF INITIATIVE / KEY GOAL	RESULTS	ACCOMPLISHMENTS	BREAKDOWNS	BREAKTHROUGHS
9. GABORONE DISTRICT TEAM A	To hold a house to house VTC campaign in Gaborone, Encourage Gaborone residents to go for VTC (at least 100 households by 1 st February 2006).	None	Consultations and collaboration with stakeholders held, Human and material resources mobilized, Commitment of team members.	People were on leave hence campaign not held.	None

NAME OF GROUP / DISTRICT	NAME OF INITIATIVE / KEY GOAL	RESULTS	ACCOMPLISHMENTS	BREAKDOWNS	BREAKTHROUGHS
10. GUMARE GROUP (KGETSI YA TSIE GROUP)	Disseminate information to the community on available HIV / AIDS programmes, Ensure access to available programmes By the Community	More people started to utilize programmes. such as PMTCT and ARV.	Got support from community leaders, Community is now encouraging others to utilize available programmes, Built a committed team.	Meetings were not held as planned due to seasonal activities, Difficulty in getting group members together due to their staying in different places, Men did not attend meetings.	Recruited new members to the team to replace those who stayed outside the village, Re-scheduled meetings to occur after the ploughing season,

NAME OF DISTRICT / GROUP	NEW POSSIBILITIES	UNFINISHED BREAKTHROUGHS	ACTIONS / BREAKTHROUGH RESULTS
GUMARE GROUP (KGETSI YA TSIE GROUP)	Restructure the group, Consult stakeholders on logistical issues such as transport, accommodation and meals.	Re-strategize, Follow men in their common meeting places, Re-visit households.	Involvement of youth and men, The team will continue with the initiative.

Acknowledging the breakthrough initiatives presented by the various teams, the lead facilitator commended the teams for their efforts. He stated that

“In a short period of time since September 2005 some aggregate numbers of results have occurred even without monetary input. This ripple effect occurred from nothing and it is impressive. The brilliant idea is to make something happen with what you have, something which is possible and visible”.

4.3. NEW POSSIBILITIES

The teams were engaged in conversations and tasked to undertake the following assignment;

- ◆ What unfinished breakthroughs could you complete?
- ◆ What other breakthroughs could your team produce?
- ◆ Choose whether your team will continue, if so what breakthrough results are you considering or committed to? Each team member should say whether she/he is continuing on the team.

The teams worked on new possibilities which are incorporated in the breakthrough initiatives of the different districts. Most of the teams agreed to stick together, some agreed to restructure the teams and some decided to modify or produce new breakthrough initiatives, Very few individuals decided to discontinue for one reason or another and somehow a follow up was not made.

4.4. MANAGING BREAKDOWNS

The lead facilitator gave a short presentation on the following sub-topics;

- ◆ Managing breakdowns,
- ◆ Moving from breakdowns to breakthroughs

The following key points were shared;

Breakdowns require emotional intelligence competencies. A series of well managed breakdowns result in accomplishment. Leaders minimize reaction and return to action with clarity and effectiveness. The brilliant idea is to engage in breakthrough thinking to understand the following scenarios;

“Problems do not exist outside of us. They are a function of the commitments we have and those that we have chosen”.

The breakdown is not the facts, but the commitment as well. It doesn't exist before you declare a commitment. If you want the breakdown to go away, revoke it. Leaders know that one of the powerful things you can do is to declare a breakdown and invent a commitment. “To produce an entire transformation in Botswana a breakdown should be an opportunity for a breakthrough.

To reinforce the learning the teams were requested to undertake an exercise on breakdowns guided by the following questions;

- ⇒ “What is your breakdown?
- ⇒ What is your commitment?
- ⇒ What action (s) will we take to reach a breakthrough?

Table two documents the outcome of the exercise.

TABLE 2**BREAKDOWNS, COMMITMENT, BREAKTHROUGHS AND ACTION**

BREAKDOWNS	COMMITMENT – BREAKTHROUGHS	ACTION
Teams fail to meet.	Ensuring the team meets	Plan in advance for the meeting, send reminders near meeting date, Meet after hours.
Transfer of civil servants works against team cohesiveness and progress.	To make the teams work.	Find other individuals to join the team.
High alcohol intake and abuse in the community.	Encourage low level of alcohol intake.	Visit bars and shebeens, Generate conversations, Organize talk and video shows.
Shortage of testing kits and many people going untested.	All people coming up for testing should be tested.	Assess the number of people who desire to be tested, Use a public address system to inform the community about the date of VTC, Communicate with Tebelopele testing centre to increase testing kits.
The Zwezuru community is not interested in HIV / AIDS conversations and interventions.	Penetrate the Zwezuru community to enhance their capacity.	Generate conversations about HIV / AIDS in the Zwezuru community.
Policies not in harmony with breakthrough initiative.	Ensure breakthrough delivers opportunities.	Modify the breakthrough initiative.
Constraints of lack of transport works against meeting the breakthrough initiative.	Making our presence visible in Shakawe.	Arrange for transportation on time and request transport from different departments.
The Kgetsi ya Tsie group is not functioning well.	To promote HIV / AIDS programmes.	Re-strategize through intensive consultation.
Non-enrollment of teachers in the programme.	Enroll teachers.	Enroll teachers through conversations and social awareness.

In concluding the session on breakdowns, commitment, breakthroughs and taking action, the lead facilitator stated as follows;

A wide range of breakdowns exist, some are internal and others are external. The clearer the statements of the facts about the breakdown the clearer the action will be. “It has to be unstoppable”.

4.5. LEADERSHIP COMPETANCIES OF EMOTIONAL INTELLIGENCE

Brief presentations were made which were interspersed with exercises and livened by quotable quotes. The presentations captured the following leadership competencies of EI;

4.5.1 SELF AWARENESS

Self awareness was described as a creation of yourself, who you consider yourself to be at the moment. Leaders have different ways of defining themselves, to bring the future into existence. Leaders can create who they are for themselves and for others, by declaring the pathway that you as a leader lives, and drawing other people along that pathway.

Participants were asked to introduce themselves to their groups by verbalizing “I am the commitment to.” Following are some examples of the articulations;

- ✓ I am a commitment to transforming the Zwezuru community,
- ✓ I am a commitment to provide Gaborone City residents with services,
- ✓ I am a commitment to ensure male involvement in the implementation of the breakthrough initiative.

An inspiring quote:

“One-self is at the base of everything. Every action is a manifestation of the self. A person who doesn’t know herself / himself can do nothing for others”. (Eigi Yoshikawa)

In concluding the conversation on self-awareness the lead facilitator reiterated that,

“When you commit yourself, the forces of nature and God’s favour is on your side. The act of committing makes it possible. Begin it now.

4.5.2. SELF MANAGEMENT

Self management involves shifting from the language of blame to a language of responsibility. It generates a way of being. The language of blame is easily produced and comfortable to express. It holds others responsible for the gap that has occurred.

“It may generate frustration and a sense of impotence in the speaker. “This attitude concludes that they are responsible for the gap and not me and I cannot do anything about it”. It feels powerless, creates defensiveness and reduces creativity to learn”.

Participants were engaged in an exercise around the language of blame. They were required to provide examples of blame language, talk about why it stays around, what benefits it carries and at what cost.

Some examples that emerged included;

- **Nurses have no manners,**
- **Sugar mummies and sugar daddies are responsible for the spread of HIV / AIDS,**
- **Children are unruly.**

In conclusion the lead facilitator shared the following which points to the language of personal responsibility;

Language of personal responsibility reinforces our commitments. It frequently generates productive conversations and opportunities for learning and opens our minds towards personal breakthroughs.

The following inspiring quotation by George Bernard Shaw was shared with the participants.

Blaming the circumstances

People are always blaming their circumstances for what they are. I don't believe in circumstances. The people who get on in the world, are those who get up and look for the circumstances they want, and if they can't find them make them.

In other words; “If you don't find what you like, like what you find”

4.5.3. SOCIAL AWARENESS

The social awareness presentation captured a distinction between empowering and disempowering conversations. Leaders should move into social action by transforming the disempowering conversations into empowering ones. The presentation also covered the following;

- ✓ Explanatory stories, explaining why things wont change and ending with “Because....., are disempowering.
- ✓ Persistent complaints keep us from collective action,
- ✓ The great unsaid, is about issues not supposed to be talked about, because it is dangerous to do so.

Transforming disempowering conversations is not whether it is true or not. The disempowerment has to do with why people are saying this. What happens is that you become convinced enough to follow suit, and you stop being in action. People use stories to justify no personal or social action.

The brilliant idea is to separate the facts from the story; understand the reason for the story being told, to inform us about what we know for sure. Another brilliant idea is to step into the conversation yourself and empower from the inside. If you investigate the story and the justification surfaces, ask yourself the following questions;

- Why are people saying that?
- What does it take the society to wake up and be able to see danger and act?

Participants worked in their groups to generate conversations around stories, state why these stories are told and to distinguish the facts from the interpretation. They were to state the real facts and come up with what they know for sure, give examples of stories, persistent complaints that they say or hear and give examples of the great unsaid.

These are documented below under Table 3.

TABLE 3**STORIES BEING TOLD**

THE STORY BEING TOLD	THE FACTS	INTEPRETATION	THE PURPOSE / REASON FOR THE STORY	THE COST
Condoms have worms, Condoms give men abdominal pains, Statistics indicate that 1 in 3 people have HIV/AIDS in Botswana which means everybody is infected therefore there is no need to protect ourselves.	When you pour water into the condom and it mixes with its lubricant the particles which emerge look like worms.	There is no point using condoms people will eventually die anyway.	Reluctance to use condoms People do not want to change their behavior.	Continued loss of lives, Infection rates will increase, Costs for ARVs, Care giving for HIV/AIDS patients will rise, Government might not continue to afford to distribute ARVs at not cost.

THE STORY BEING TOLD	THE FACTS	INTEPRETATION	THE PURPOSE / REASON FOR THE STORY	THE COST
<p>The use of ARVs in Botswana will worsen the HIV/AIDS situation</p> <p>ARVs protect people from getting HIV/AIDS</p>	<p>ARVs do not cure HIV / AIDS, they are a suppressant and prolong life,</p> <p>ARVs do not protect people from getting HIV/AIDS.</p>	<p>ARVs increase the spread of HIV / AIDS.</p>	<p>People do not want to commit to behavioural change and want to justify sexual activity,</p> <p>People feel free to have unprotected sex once they are on ARVs,</p> <p>They “believe” ARVs cure HIV/AIDS since they can’t distinguish between who is infected and who is not because of no weight loss and people look healthy even though they are infected,</p> <p>Reluctance to enroll in the ARV programme.</p>	<p>People not enrolling in HIV / AIDS programmes,</p> <p>Continued rise in infections and loss of lives,</p> <p>Infection rates will increase and false information will continue to be disseminated.</p>
<p>People need to be HIV positive for them to qualify for the Food Basket and other handouts from government.</p>	<p>The person has to be infected and terminally ill in order for them to qualify for the food basket,</p> <p>They are only given the Food Basket after being assessed and qualify.</p>	<p>If you have AIDS you automatically qualify for the Food Basket.</p>	<p>Poverty is main reason for this story,</p> <p>People compare patients and ask why others qualify and others don’t.</p>	<p>Rise in infections</p>
<p>As long as government continues to provide Family Planning (FP) methods the situation of HIV/AIDS will not change.</p>	<p>Family Planning supports women against pregnancy and HIV / AIDS</p>	<p>Government programmes encourage the spread of HIV / AIDS</p>	<p>People don’t believe in Family Planning methods, particularly men.</p>	<p>It will take a long time for behavioural change to occur</p>

THE STORY BEING TOLD	THE FACTS	INTEPRETATION	THE PURPOSE / REASON FOR THE STORY	THE COST
If you sleep with a virgin you will be cured of HIV/AIDS.	They will not get cured but they will just pass on the virus, Any sexual contact with an infected person is likely to result in infection.	Virgins are a cure for HIV / AIDS because they are young and uninfected.	For self gratification, selfishness, defending actions of violence, promiscuity and fueling HIV / AIDS.	Infection rates will increase.
PMTCT is targeted at women and children and not to men.	Men can play a role in the PMTCT programme.	HIV/AIDS is an issue for women and affects women and children only.	Reluctance of men to engage in PMTCT intervention programmes.	Men lag behind in knowledge about HIV / AIDS and shared responsibility doesn't occur.
Introducing safe sex to married couples brings mistrust.	Some married couples practice safe sex and still continue to trust each other and have fulfilling relationships.	Introduction of safe sex to married couples is the cause of marriage breakups.	Reluctance to use condoms	Increased infections among married couples.
HIV/AIDS was introduced to Africa by the West in order to wipe Africans off the earth,	HIV/AIDS is a global problem and a threat and is not an "African" phenomenon.	Interventions by western countries in conjunction with government should be regarded with suspicion..	Resistance to involve and engage in HIV / AIDS programmes.	Constrains the economy and works against behavioural change.
Passion killings will continue because government is overprotective of women, and women are materialistic.	Killings between men and women are on the rise, Men are the main perpetrators.	Want the status quo to remain,	To shift the blame to men and not deal with the challenge.	Continued loss of lives including breadwinners, A traumatized community.

TABLE: 4

PERSISTENT COMPLAINTS

Persistent complaints in Botswana emerged as follows:

Commercial Sex Workers and Truck Drivers spread HIV / AIDS,

Health workers are rude,

Condoms are uncomfortable, small, cause itching, are smelly, have worms, reduce sensation and make sex boring,

Female condoms are noisy and even though they are available most women do not use them.

Parents complain and blame government for the indiscipline of children, because government has acceded to the convention on children's rights,

Women's organizations encourage disrespect and lack of control in families which results in the break down of family structures,

There are too few ARV sites and people on ARV lack transport to go and refill their medication making accessibility to ARVs difficult.

People are started on ARV treatment, when they are already sick, and there is a general lack of support structures for HIV positive people,

ARV's increase peoples weight and thus the difference between the infected and uninfected is not visible,

Laws, policies and acts take time to be reviewed,

Despite education on HIV / AIDS transmission lack of behaviour change persists,

There is poor relationship and coordination between hospitals and clinics,

Women on ARV's are getting pregnant and those enrolled on the PMTCT programme end up breastfeeding children,

HIV / AIDS interventions are not operationalised and are not put into action. They are also seen as entrepreneurship and are associated with greed,

There is lack of adherence by people on ARV's,

Alcohol abuse leads to unbecoming behavior which increases the spread of HIV / AIDS,

HIV / AIDS services are delayed and government officials always put the blame on national inaction,

There are a lot of donors supporting HIV / AIDS and a lot of NGOs are mushrooming in the name of HIV / AIDS and accountability is questioned,

HIV / AIDS patients should be quarantined,

HAART program has become a social safety net for some,

There are some expatriate health workers who steal ARV drugs,

People on ARV's feel that they do not have to come for orientation and counseling sessions with their adherence partners,

Youth are denied access to HIV / AIDS services due to the age of consent,

Intergenerational male and female relationships result in the spread of HIV /AIDS,

TABLE 5

MOST PERSISTENT COMPLAINTS

PERSISTENT COMPLAINTS	THE MOST PREVALENT PERSISTENT COMPLAINTS	THE REASON THE COMPLAINTS STAY AROUND	THE BENEFITS TO YOU AND OTHERS	THE COST TO YOU AND OTHERS
<ul style="list-style-type: none"> ■ NACA is not releasing funds on time and government is not giving HIV / AIDS support groups money and yet funds are said to be available, 	<ol style="list-style-type: none"> 1. The fabric of society has disintegrated because traditional authority has been eroded, hence the spread of HIV / AIDS, 	<ol style="list-style-type: none"> 1. Because the complaint is not addressed to the relevant people, 	<ol style="list-style-type: none"> 1. Because when we voice out the complaint we are the “good” people and are not the cause of the problem, 	<ol style="list-style-type: none"> 1. People including bread-winners will continue to die,
<ul style="list-style-type: none"> ■ Government is allocating too much money to HIV / AIDS 	<ol style="list-style-type: none"> 2. Sugar mummies and sugar daddies spread HIV / AIDS, 	<ol style="list-style-type: none"> 2. Value systems have changed, 	<ol style="list-style-type: none"> 2. No benefits to the society as a whole, 	<ol style="list-style-type: none"> 2. Lives continue to be lost,
<ul style="list-style-type: none"> ■ The Social Welfare Department is not distributing the food basket according to the planned and laid out procedures. 	<ol style="list-style-type: none"> 3. The quality of counseling services is poor, <ol style="list-style-type: none"> 3.1 Counseling is done by lay-counselors, 	<ol style="list-style-type: none"> 3. Lay – counselors are not properly trained and there is a perception that their selection is biased, 	<ol style="list-style-type: none"> 3. No benefits; <ol style="list-style-type: none"> 3.1 Reluctance and an excuse by people not to go for testing and counseling. 	<ol style="list-style-type: none"> 3. People do not go for testing resulting in lack of enrolment in, and utilization of HIV / AIDS programmes;

PERSISTENT COMPLAINTS	THE MOST PREVALENT PERSISTENT COMPLAINTS	THE REASON THE COMPLAINTS STAY AROUND	THE BENEFITS TO YOU AND OTHERS	THE COST TO YOU AND OTHERS
<ul style="list-style-type: none"> ■ HIV / AIDS is not mainstreamed, 	4. There is too much secrecy and confidentiality surrounding HIV / AIDS and this results in stigmatization,	4. At individual level people do not openly discuss their status, 4.1 Issues of infringement of human rights, Lack of openness and acceptance of each other's status in society.	No benefits accrue.	4 The spread of HIV / AIDS continues at a high rate in spite of government spending a lot of resources on interventions.
<ul style="list-style-type: none"> ■ There is poor coordination and monitoring of HIV / AIDS activities resulting in duplication, 	5. Routine testing is not done voluntarily, it is donor and health care driven.	5. Because of fear of stigma and discrimination.	5. Excuse not to go for testing.	Continued loss of bread-winners and resources
<ul style="list-style-type: none"> ■ Health workers lack confidentiality and disclose people's status, 	5. Men do not participate in HIV / AIDS activities and programmes.	6. Most programmes target females, 6.1 Men are afraid to participate due to their socialization and their poor health seeking behavior,	6. No benefits	6. Continued increase in infections and loss of lives.
<ul style="list-style-type: none"> ■ There is too much secrecy around HIV / AIDS which results in stigmatization, 	1. HIV / AIDS workshops are not results oriented and are a waste of time and a government expense.	7. Because we still continue to spend time complaining but do not take any action to address the complaints.	7. We benefit because we feel secure.	7. Wastage of taxpayer's money and risk of programmes not being sustainable.

TABLE 6

THE GREAT UNSAID

**THE THINGS NOT BEING SAID IN RELATION TO HIV / AIDS
IN BOTSWANA**

The participants were very open in sharing conversations regarded as undiscussables or the great unsaid. These are recorded below.

- Undesired behaviour of individuals with social standing is not talked about in fear of victimization – This fuels the epidemic
- Incest is very rife in Botswana but nothing is said about it.
- Marital rape is not talked about but it does exist,
- Lack of communication by couples on issues of sex particularly when one partner does not satisfy the other or in cases of impotency,
- There is no talk about people with social standing who abuse young girls and boys in the villages,
- Men are being abused but they are afraid of talking about it because of their socialization and macho status,
- There is no talk about gay and lesbian relationships yet they do exist and can fuel the epidemic,
- Non declaration of people's HIV status at occasions such as funerals,

LEADERSHIP COMPETANCIES: CONVERSATION TO CAUSE ACTION

Before the presentation on social action, an opener was used aimed at sharing testimonies on leadership in action. This time the chiefs, court presidents and a pastor took the stand to demonstrate the attributes of a leader in action, what they have done to cascade conversations about the epidemic to the communities and what should be done to enhance the capacity of the community at large.

Their shared testimonies are recorded below;

The voice of Chief Moapare (Hukuntsi):

We as dikgosi (chiefs), have a critical and strategic role to play in the communities that we serve. As the chief I have taken it upon myself to make HIV /Aids conversations a “must do” at the kgotla meetings which occur almost every day. Many people gather at the kgotla and my commitment is to generate conversations to reverse this epidemic one conversation at a time.

I do not visit bars; I do not want to be seen in the bar because I do not want to be tempted. A kgosi must be exemplary and most of his followers will respect him, hear his words and follow in his footsteps. One of the great leaders said “Give me a platform to stand on and I will change the world. I will do the same”.

The voice of Court President - Mosojane Masunga (Woman):

If you are a chief you can lead the pathway by being exemplary. For example I led the way to the voluntary testing centre to know my status and a number of people in my community followed me to do the same.

When I am requested to officiate at various occasions I always put in a strong word about the HIV /AIDS topic. During funerals I spark conversations about the disease. I am convinced that my people are becoming serious about confronting the painful and brutal facts about this epidemic.

**Kgosi ke kgosi ka batho (A chief is a chief because of her / his people).
Kgosi yare go tlhotsa malata a gagabe (When the chief limps, his followers crawl).**

If we as chiefs lead the way the people will follow and many lives will be saved.

This leadership development programme has strengthened me and I believe it is so with all of us. It is now for us to go into the communities and share this valuable information with them.

The voice of Court President – Gaborone West – Graham Hambira:

Chiefs are the custodians of culture, norms and values that are widely accepted by the people in the communities. These are the very norms and values that sometimes fuel the spread of HIV / AIDS.

Chiefs have stood the test of time. They should step in and use their wisdom to raise the issues and challenges around the epidemic. Chiefs are the right people to bring about change and they should understand that change is dynamic. For them to bring about this change they have to be extensively empowered,

“Not just one chief but all of them country wide”.

In my official capacity as a chief I talk about HIV / AIDS at different fora and occasions including the schools, I interact with Members of Parliament, Members of the District Multi-Sectoral AIDS Committees. I talk about HIV / AIDS because this is the platform that we as chiefs can use to get our voices heard.

The voice of Chief Ramokate: Makaleng (A young chief):

Young people do not attend kgotla meetings. We know of course that the HIV / AIDS prevalence rates are very high among them. I have developed mobilization strategies to interact with them on a regular basis. I have decided to target them at their strategic places which include football grounds and disco shows, and we talk.

The voice of the Pastor: Letlhakeng – T.T. Batlhopi:

Whatever position you have in the community you have a significant role to play. Whether you are an ordinary member, a chief or a pastor you have a platform and you have to demonstrate your visibility. We have learnt that leadership is about speaking, listening and way of being. When given this platform use it to the full.

I have for example challenged pastors who are said to sexually abuse children. I use the very bible that they purport to justify their status and positions. I openly tell them not to abuse children, not to destroy God’s creation, to be fearful of wrong doing, and to remember that our bodies resemble God’s temple. We need to enter a new world and walk in it with respect.

4.5.5 SOCIAL ACTION: CONVERSATION FOR CAUSING ACTION

The presentation on social action captured a set of transformational leadership conversations that cause action. These included the following;

Producing a specific result / outcome of a well conducted conversation is premised on; commitment from a specific person, the relationship, possibility and opportunity. The conversation isn't about action, it is action. If any of these are missing action will be difficult. It is about promises and requests that are measurable in a specific time frame. There is a difference between non-committed responses and committed responses and the leader should deal with the issues at hand to solicit action.

When you are a leader and you want to produce action, before the conversation a relationship must be established towards possibilities, opportunities and a shared vision. Make sure you walk away from the conversation knowing something you can count on is going to happen.

4.5.6. INTRODUCTION TO COACHING

The lead facilitator presented the key elements of coaching which provided information on the following sub-topics;

The definition of coaching; which entails; listening and speaking to improve performance.

Relationship building; which captures conversations in which both parties are committed to improving performance of the player.

A voluntary relationship where the person being coached requests for it.

A situation where the coach is willing to be committed to the goals and commitments of the person being coached.

A conversation where a consensus is reached on the coaching time frame.

“This is so because the goal of coaching is to give the person being coached a “new” opening for action”

Turning to the model of a coaching conversation it was stated that coaching involves the following tenets;

A discovery into what the player is committed to, the current level of success of the player towards accomplishment, and the actions of the player that contribute to success levels.

A discovery of the frame / context within which the player is operating in, which depicts sensible behaviour.

Assisting the player to discover for herself / himself the appropriate new framework and / or new action, and setting up the next conversation.

To reinforce the learning the participants were engaged at their tables in a coaching exercise. They were asked to do the following;

- Pick a situation where you expect breakthrough performance,
- Allow the player to describe her / his goals, current actions and current success levels,

As a coach focus only on action and behavior. Your feedback as a coach should be about what the player should continue to do, (increased) actions, decrease actions or eliminate.

The participants were engaged in an animative discussion in terms of a feed in and feedback process guided by the coaching and feedback exercise.

4.5.7. ENGAGING OTHERS: THE ART OF INSPIRATION

Opening up the discussion the lead facilitator reiterated as follows;

For another person to become engaged in fulfilling the possibilities requires inspiration, opportunity and action from you as a transformed leader.

When you are inspired you inspire others, and when they are inspired what seemed impossible begins to become possible.

The participants were once again enrolled in an exercise premised on the guidelines stated below;

- ✓ reflect on what inspires you, when do you feel inspired, who inspires you and why?
- ✓ reflect on your own commitments, what possibility are you passionate about?
- ✓ share with your partner what inspires you in a way that you are inspired.

The participants shared lively conversations in their groups about inspiration, opportunity and actions guided by the requirements of the exercise.

In concluding the conversation the lead facilitator shared the key points stated below;

- ◆ **Encourage and motivate people to act by seeing their world of opportunity. Enter their world and view the world from their perspective, ask questions and listen to what their commitments are.**
- ◆ **Make bold and audacious, specific, requests and follow up for people to understand that you are counting on them.**
- ◆ **Know the commitments that they have that will be fulfilled by committing to the future that you are presenting. The opportunity must occur to them in “their” world, Ask them what action they see to be taken.**

Participants undertook an exercise to prepare a journal and document the following;

- ✓ people you desire to engage in your initiative to ensure its success,
- ✓ speculate on their commitments that link to the project,
- ✓ write one request for that person.

Participants recorded the names, the commitments and the bold requests that they will make for project success. Some of these were shared with the larger group.

Participants spent time in their groups sharing conversations on the following acts of transformational leadership;

- ✓ inspiring people, creating an opportunity for them and calling them to action,
- ✓ appreciation and the characteristics of appreciation,
- ✓ team work.

Participants converged in their teams to prepare a plan of what they will accomplish between now and November 2006. These plans were shared and concur with their breakthrough initiatives.

Concluding the three day workshop the lead facilitator quoted Confucius's words of wisdom'

“Our greatest glory comes not from never falling but from rising every time we fall”

During the workshop in between the sessions some participants were interviewed. This was aimed at getting their personal experiences and a feel of how the leadership for results programme is taking shape on the ground. These interviews / testimonies appear in Annexure D.

5. THE OFFICIAL CLOSING AGENDA

The official closing business directed by the programme planning officer NACA started off with introductions and welcoming of the guests by Dr. Obita – AIDS Coordinating Unit (ACU) – (MLG).

Dr Obita observed protocol and gave a special welcome to the Member of Parliament for Selibe Phikwe East Mr. N. Molefi, who is also the chairperson of the PSC on HIV / AIDS and appreciated his presence despite parliament being in session.

He also welcomed the following people present at the workshop;

- ✓ The CEO of Gaborone City Council Mr. M. Matenge whom he praised for demonstrating leadership by being a participant in the workshop,
- ✓ Ms. L. Matebesi – a coach and also a representative of UNDP who played a major role in making the workshop happen,
- ✓ Ms. I.M. Molokomme for her role in the workshop as both coach and rapportuer and her renowned commitment to gender and HIV / AIDS issues,
- ✓ All thirty coaches present at the workshop,
- ✓ All members from all the districts represented at the workshop.

Last but not least Dr. Obita welcomed the lead facilitator Mr. Jonathan Love and said he would not say much about him since he expected Mr. Matenge who would give a vote of thanks on behalf of the participants to make reference to his role and contribution.

This was followed by reflections on the programme by a national coach and representatives of various districts and included the lead rapporteur's summary of the workshop proceedings. The reflections on the programme can be found in Annexure B and the poem in Annexure C.

The idea is not to translate this piece of work, as the imagery belongs to the author and needs to be respected. The poem however is rich in language, very inspirational and can awaken the consciousness of people in the communities to think hope as opposed to helplessness and despair. It also awakens us to the fact that talent in the communities is in abundance and should be tapped and reinforced to make the LDP a success.

The themes that emerge from this poem capture the following key conversations;

The world has become a global village a lead facilitator came all the way from California to share his experiences and built a relationship.

HIV / AIDS is the number one enemy, it requires a natural calamity to destroy it completely. Leadership collectivity and cohesiveness will halt the scourge. Leadership is about leaving no stones unturned, urgency and commitment is the way to go.

The official closing speech was presented by the chairperson of the Parliamentary Special Select Committee on HIV / AIDS, the Honorable Nonofu Molefi – Member of Parliament (MP) Selibe Phikwe East. The highlights of this speech follows under appropriate headings.

6.5 HIGHLIGHTS OF THE OFFICIAL CLOSING

■ The Unique Nature Of The Workshop

The MP expressed gratitude and acknowledged the organizers for inviting him to an educating and enriching event. The workshop demonstrates foresight and a noble gesture towards skill development for transformational leadership.

Making reference to the reduction of life expectancy in Botswana the MP reiterated that collective action is required now to reclaim our future,

■ The Impact of the Scourge and Botswana's Conscious Leadership

At the end of the ninth national development plan 5 billion Pula would have been spent on HIV / AIDS treatment for the entire plan period, which is quite disabling. The committed leadership demonstrated by the President of the Republic of Botswana, has been bold and forthright to tackling the spread of the epidemic and the attendant opportunistic illnesses,

■ Our Exploratory Journey

Our journey involves looking into the future towards the attainment of our Vision 2016 goal.

Ramifications of inaction in social, economic and political prospects should be examined. The future is bleak and we have to seize the window of opportunity to drive the action to save humanity. Develop bold and courageous strategies, to reduce the cost of HIV / AIDS, by sustaining the actions, encouraging community ownership and mobilizing community resources,

■ Spiritual Connectedness

The MP likened leadership to Psalm 23, "The Lord is my shepherd, I shall not want; he leadeth me beside still waters". He further reiterated that;

The shepherd is accountable, responsible and understands what it means to follow. The sheep hear him and recognizes his voice and the shepherd knows his sheep by name.

The shepherd leads the sheep to safety away from harms way.

The shepherd puts the needs and well being of his sheep before his own often at great personal risk.

The shepherd is different from a hired servant because he is not motivated by compensation. His deep commitment is to his sheep,

- **Leading and Coaching**

Leadership is a way of being and leaders invent the future. Leaders translate vision into action and coaches open up new possibilities.

“Most of our institutions and organizations are over-managed, under-led and coaching hardly takes place”, the MP emphasized.

- **The “New” Paradigm Shift**

The workshop gives you access to a “new” source of power, to produce remarkable results. “Take a stand for a new possibility”, you have been trained as visionary leaders. You cannot remain the same after this illumination and charge of your brain power.

Transformational leadership anticipates events and influences the future.

- **The Power of the People**

Many hands make light work, so enroll others in your vision. “Time for “Turf” ownership is no longer tolerable”, the MP noted.

- **Unique Qualities of a Leader**

Transformational leaders embrace the complexities of the environment, They listen and communicate effectively. They put in time, energy and attention to generate tangible results. Transformational leaders are not selfish or aloof. Work as a team.

Leadership is not about scoring points, there is strength in numbers.

“The Botswana leadership has demonstrated political will, follow in its footsteps”, he emphasized.

- **Patience is a Virtue**

Success doesn’t happen overnight, keep going persistence pays off. You will be confronted with the traditionalist that wants to maintain the status quo. “Don’t be impatient.

Apply your newly acquired skills and techniques to gradually win them over” the MP advised.

■ **The AHA!! Moment**

When all is said and done celebrate your successes collectively no matter how small. Feel good and share the accomplishment. Do it right, you will not only hit the target, but you will develop a reputation for doing good for the people and the community.

“The theme for the 2006 budget speech is “Building an innovative economy for the 21st Century”. The theme is relevant for our everyday work, particularly in addressing the issues of HIV / AIDS”. The MP noted.

■ **The Final Note and Words of Gratitude**

In conclusion the MP expressed gratitude to the trainer, facilitators, UNDP, NACA and the MLG, for the worthwhile investment. **“The seed that has been sown has not fallen on rocky or thorny ground, but on good soil. Do not tire to do good. Indeed you cast your bread on the waters and surely some day you will find it” was an inspiring note from the MP.**

On a final note, the MP reiterated that,

“No man having put his hands on the plough and looks back is fit for the Kingdom of God”. Sooner or later your labour will not be in vain. He then declared the workshop officially closed.

The full speech can be found in Annexure D.

7. CONCLUSIONS AND RECOMMENDATIONS

The conclusions of this report are based on a number of factors which include the following;

- ✓ observing the lead facilitator in action,
- ✓ the performance of the participants and coaches during the different sessions,
- ✓ the reflection session at the end of the workshop,
- ✓ the experience and expertise of the author of this report, who has had substantial exposure with the UNDP LDP and worked with other clients in the area of HIV / AIDS transformation interventions.

The conclusion leading into the recommendations are stated below.

7.1 WORKSHOP FACILITATION

It is just fair to honestly mention that the highly participant driven approach and methodology employed by the lead facilitator, was one that only somebody who understands the complexities of the human mind can apply.

“Facilitation is a skill and those that possess it can truly move mountains”.

Unlike traditional methods which have emphasized the transfer of knowledge, messages or content pre-selected often by outside specialist, the lead facilitator focused on the SARAR which emphasizes more on the development of human capacities to assess, choose, plan, create, reinforce and taking of concrete initiatives and actions.

These capacities and skills are bound to spill over to many other aspects of the person's life, family and communities. This SARAR process used by the lead facilitator reveals the characteristics stated below;

**SELF-ESTEEM, ASSOCIATIVE STRENGTHS, RESOURCEFULNESS
ACTION PLANNING, RESPONSIBILITY**

The approach used by Jonathan Love responded to the above characteristics which livened up the discussions and produced action oriented outcomes.

7.2 PARTICIPANTS PERFORMANCE

The methodology used for programme delivery was encouraging, motivating and inspiring. This resulted in capturing and maintaining the interest levels of the participants. Their analytical skills were clearly drawn out. Each participant felt confident as a recognized potential resource and this increased levels of participation.

Collective strengths and cohesiveness was clearly demonstrated in the groups and leadership clearly emerged. The performance of the participants and coaches surfaced vividly and clearly during the conversations generated. The presentations in response to the sessions which occurred in between the sessions demonstrated the emergence of transformed leaders.

What emerges from this process is that;

The commitment to turning the HIV / AIDS epidemic around is clearly visible, What also emerges is an understanding that conversations about HIV / AIDS do not only pertain to formal settings. It can happen in the home, at the workplace, at any official and non official occasion and even in the corridors.

Participants generated these conversations even outside the workshop environment. Their breakthrough initiatives were concrete and solid and the fact that between September 2005 up until the workshop reported on, work was done in the various communities. The breakthrough initiatives affirm the programme’s key concepts, their comprehension and internalization by participants.

The stories and testimonies they shared were passionate and expressed freely. Even the “Great Unsaid” carried no inhibitions. Personal accountability and commitment of the participants could not be missed during the discussions.

The fact that although this was a large group order was maintained. This is an indication that leaders view the epidemic with seriousness and appreciate the dire need for their leadership interventions.

As Margaret Mead articulates;

“Never doubt the power of a small group of committed individuals, they can change the world”.

What we know for sure is that with the right support this group of participants can reach excellent heights.

7.3 THE REFLECTION SESSION

Toward the end of the workshop the representatives of the different districts reflected on the workshop sessions. Their testimonies about the outcome of the workshop were a clear indication of the following aspects;

- ◆ the participants thoroughly enjoyed the training,
- ◆ they have clearly taken a “stand” to wrestle with the epidemic wherever they are,
- ◆ their transformational leadership was clearly demonstrated in their conversations,
- ◆ what emerges is that not only have the concepts and conversations been comprehended, but they have also been truly internalized with the passion that the epidemic deserves at this point in time.

One notable aspect at this point is the emerging commitment of the chiefs at community level. Their testimonies demonstrate exemplary and eloquent leaders that are passionate about change and not maintaining the “status quo”.

7.4 THE RAPPORTEUR’S OBSERVATIONS:

The lead rapporteur of Integrated consultancies and Resources Centre has been substantially involved in the UNDP LDP since 2003, when it was launched. This involvement includes the Community Capacity Enhancement Process (CCEP), including other UN processes in the area of HIV / AIDS.

Having been engaged in this programme, observations include the following notable achievements;

A marked improvement between the first round of the programme in terms of material delivery and enthusiasm of the participants.

A core group of leaders committed to the transformation process and a demonstration of progress in their areas of work has emerged.

A change in attitudes of most of the leaders was demonstrated by the relationship and bonding that emerged during the workshop.

Unique qualities of leadership were demonstrated in a serene and wise manner. These will for sure spill over to the communities that they serve.

7.5 WHAT NEXT?

DISCUSSION AND RECOMMENDATIONS:

Providing such unique leadership skills is a notable achievement that needs to be commended. Maintaining the momentum is a great challenge which requires critical strategies to maintain the energy levels of the individuals and the teams.

It is therefore crucial for the following to be observed and action considered;

- **SUCCESS OF TEAMS**

The constraints of teams failing to meet because of their clash with their normal work, and the fact that a few members have decided to break away from the teams is a concern.

Recommendation One:

The issue should be investigated and a number of possibilities raised and concrete action taken to keep the teams intact.

■ **LEADERS AT POLICY AND DECISION-MAKING LEVELS**

The higher leadership such as Town Clerks, District Commissioners, Permanent Secretaries, Directors and other senior level personnel to which these team members report to, are not fully aware of the programme, and may not appreciate fully the great work the individuals do, hence the clash with the normal activities.

Recommendation Two:

These managers who are located in the upper echelons of management require exposure to this programme if this epidemic is to be reversed.

■ **RESOURCE MOBILISATION AND ALLOCATION**

Resources are obviously in great scarcity, but there is no doubt these are required to uphold the momentum and accomplish the team breakthrough initiatives.

Recommendation Three:

The issue of resources should be looked into. A number of possibilities arise at the district level particularly in sharing transport, which seems to be the major hurdle. Participants should be encouraged to explore these possibilities for them to gain the results and accomplishments anticipated.

■ **SUPPORT MECHANISMS**

A core group of individuals has been established in the form of teams to achieve the breakthrough initiatives. This core group includes facilitators that aim at giving the necessary support.

If this core group doesn't "hang together - most assuredly they will hang separately".

They are a strong social capital in the reversal of the epidemic. Their regular meetings will add value to the course.

Recommendation Four:

The organizers should find a way of bringing this core group together under one roof, for them to discuss and share best practices and challenges. They should be able to be called upon to support the breakthrough initiative teams.

■ **CONTRIBUTION OF THE MEDIA**

Valuable programmes such as these need intensive publicity in order to enroll and engage a critical mass. The media needs to be upbeat in this regard to inform and educate the nation. The print media is key in this situation as well. Botswana Television can be of tremendous support in popularizing the programme through its agenda.

Recommendation Five:

The organizers should find a way of extensively involving the media, particularly during the implementation of the breakthrough initiatives. Botswana authors can be sourced to contribute articles to the media.

■ **MONITORING AND EVALUATION**

Breakthrough initiatives are critical and central to accomplishment of actions and containing the epidemic. They evolve over time and participants can develop their own transformation skills and capacities when implementing these breakthrough initiatives.

Recommendation Six:

The teams require extensive hand holding, monitoring and evaluation during these events. The organizers should develop monitoring and evaluation tools that are highly participatory to assess progress.

ANNEXURE: A

WORKSHOP PROGRAMME

DAY ONE	SESSION ACTIVITIES AND TOPIC AREAS.
8:00	Introduction of Facilitator Workshop Set Up and Logistics Getting Started: What to expect, Review Purpose, Intended Outcomes, Agenda and Ground Rules. Review Leadership Material from Session 1
10:00	Break
10:30 11:00	Questions and Answers from Review Distinguish Result, Accomplishment, Breakdown, Breakthrough Initiative Teams Meet Prepare Initiative Reports Report Results and Accomplishments Team Conversations – Putting Something at Stake Conversation for New Possibilities Determine a New BT – Choose to Participate, or Invent your Own
12:45	Lunch
14:00	Development of Leadership Competencies Social Action Resolving Breakdowns – Generating Breakthroughs A Template for Producing Breakthroughs out of Breakdowns
15:15	Break
15:30	Initiative Groups Meet to Produce Breakthroughs Groups Report Breakthrough Action Plans
17:00	End of Session

DAY TWO	SESSION ACTIVITIES AND TOPIC AREAS
8:00	Review and Questions from Day One
9:00	Self Awareness Who are you Being? Self-Management From Blame to Responsibility – A Key to Leadership
10:00	Break
10:30	Social Awareness Disempowering Conversations to be Transformed Explanatory Stories Persistent Complaints The Great Unsaid
12:45	Lunch
14:00	Social Awareness Disempowering Conversations to be Transformed (cont'd)
15:15	Break
15:30	Leadership Competencies Conversation to Cause Action Introduction to Coaching
17:00	End of Session

DAY THREE	SESSION ACTIVITIES AND TOPIC AREAS
8:00	Review and Questions from Day Two Leadership Competencies Engaging People in a Community The Art of Inspiring Others
10:00	Break
10:30	Initiative Groups Meet Commitments to Each Other Actions to Take Present Plans
12:45	Lunch
14:00	Leadership Competencies Conversation for Regard and Appreciation Conversation for Being Complete Facilitator's Close
15:00 – 15:05	Official Closing Ceremony Introduction and Welcome of Guests by Dr. G. Obita, Coordinator – Ministry of Local Government – AIDS Coordinating Unit.
3:05 – 3:15	Reflections of the Programme Participants National Coach Lead Rapporteur
15:15 – 15:25	Official Closing by Hon. Member of Parliament – Mr. Nonofu Molefi
15:25 – 15:30	Vote of Thanks by City Clerk of Gaborone – Mr. K. Matenge

ANNEXURE: B

REFLECTIONS BY WORKSHOP PARTICIPANTS

Representative of the National LDP Coaches: The impressions of a youth coach from Kgalagadi:

He described the training workshop as beautiful and appreciated the participants for the active role they played. He also conveyed a message to the other coaches and stated that he enjoyed working with them. He encouraged the participants to continue finding their inspiration.

“Let’s not be intimidated by breakdowns, as transformed leaders, don’t be afraid to ask”.

He also underscored the difficult times ahead and cited the following challenges: transport, meal allowances for local volunteers and above all the lack of coordination of programmes at all levels of the national response.

He concluded by re-emphasizing the importance of building relationships that will result in a formidable team being unstoppable and dynamic.

“As we come to the end of the training, it is not ending the leadership programme in Botswana but it’s beginning”, he concluded.

District Representatives

The voice of Kgosi Moapare - Kgalagadi South – Hukuntsi

He highly appreciated this training workshop. “As I stand this ground to take a stand, I will move the world, we can all move the world and if we fail lets try again and again and never give up.”

North East: Council Secretary

I appreciated that North East has been selected as a participating district on the LDP. We have learned a lot including survival skills and hope that we will be able to pass the skills that we have learned to community.

We will share the stories of success in our district.

Okavango:

“We have been inspired and transformed, we have to fight and never give up. Failure is an opportunity to do things differently”.

Gaborone Representative:

I appreciate the organizers of the workshop UNDP, NACA and the MLG and above all the lead consultant Jonathan Love for coming up with a wonderful programme. **“Individually I have benefited from this training. As I leave this workshop I’m armed with skills to deal with my personal life and to pass on the skills to the community in facing and resolving community challenges”.**

Kweneng West

I appreciate this leadership training and commended the organizers UNDP, NACA and the MLG for the work well done.

We in Kweneng West feel encouraged, inspired and motivated to fight the war against HIV/AIDS.

ANNEXURE: C

LEBOKO / POEM

Nte e re pele ke dumedise,
Kele dumedise lotlhe ke seka ka dira tshele,
Ke seka ka dira tshele ka dira kgethololo,
Johnathan Love ene ke mo rolele hutshe,
Kere morena waka re a go leboga,
Moth o a rialo a nne tsebe di ntlha go utlwa mokgosi,
A bo a nne maoto a bofefe go tsiboga.

Go tswa California a tlola mawatle o tla fa ga se ditshameko,
O tswelele fela o dira jalo morena ke a kopa,
Le kwa o go yang o nne o re gopole,
Re tshositswe ke tau ya matlhalerwa e e jang gotlhe le dipeba,
Mmaba oo sa sisimogeng ope ka ga mabitla,
Le lesiela ga o ko o re sala o ikoketsa ke tla boa ke go boela. AIDS o mamba wa
bofelo go feta le tsone dihele.
O kare o ka tsewa ke morwalela wa go Noa. Wa ela ruri ra seka ra tlhola re gobona.

AIDS ga e sa tlhola e le mmolai ke motshwaedi,
E namile lefatshe lotlhe ka bophara,
E namile ka bomo go kgobera batho,
E dira setlhoaeng, tshwenyo la moraka.

Ke kabo kena le nngwe thata,
Ke kabo ke bitsa AIDS le TB,
Ke kopa TB a bue le morwa-rraagwe a re itshwarele,
Kana bana ba tshipa ba itsaane mereto,
Bone ke mawelana ba tlaa utlwana sentle.

Boeteledipele jo ke bo ithutileng fa,
Ke jone maboni a ga matsha-ka-bona,
Game ga se go bona ke go fatolola mantswe,
Sekhubekhube ke molelo, setlhaketlhake ke letsatsi,
Ke leseanyana la tladi ga ke kgongwe fa ke kgongwa ke kgoboga diatla.

Ke ema ka bukhutshwane, ga ke battle go kgobela dilo,
Ke tswana le mosimane a gama go le pula,
Tse dingwe ga a di game, o di baya menwana fela.

Ba lo ratang go nkitse ke thokwa ya mmina nare,
Phologolo a phukwa ee thata,
Thokwa e palamang maroba,
Ke magatelo e palama fela,
Bakalaka ba kile ba e losa maloba,
Ya ba tsenya ka wa mala thakadu ya ba katela.

ANNEXURE: D

SPEECH BY HON. MP

**SPEECH DELIVERED BY CHAIRMAN OF THE PARLIAMENTARY
SPECIAL SELECT COMMITTEE ON HIV/AIDS – HON NONOFO
MOLEFHI (MP: SELEBI PHIKWE EAST) AT THE CLOSE OF THE
LEADERSHIP DEVELOPMENT TRANSFORMATION PROGRAMMES FOR
DISTRICTS, HELD AT THAPAMA HOTEL IN FRANCISTOWN ON THE
15TH FEBRUARY 2006**

Chairperson
Your Worship the Mayor of the City of Francistown
District Commissioners
City/Town Clerks/Council Secretaries
Dikgosi
Distinguished Guests
Ladies and Gentlemen

Good afternoon.

Thank you for inviting me to this educating, enriching and maturing training workshop. It's a pleasure to be here. First I congratulate the organizers and trainers for the foresight and noble gesture intended to equip you our leaders with requisite skills necessary for action and development.

This training workshop has come at an opportune time in our development stage, a time when we face many a challenge that invites our collective actions to reclaim our future. **Not so long ago life expectancy in Botswana was 67 years. Today, as we gather in this hall, life expectancy is estimated to be 47 years.** What has happened to us?

HIV/AIDS came upon us with crushing speed and weight, and before we knew it we were a country under siege. Through the pioneering leadership of the President of this republic, the epidemic was declared enemy number one. We have had dreams and aspirations fulfilled and ideals disabled by the very weight of the scourge. By the end of the Ninth National Development Plan, over five (5) billion Pula would have been spent on HIV/AIDS treatment for the entire plan period. **The actions that have so far translated into beneficial outcomes is largely due to a committed national leadership, a bold and forth right approach** to tackling the spread of the infection and the attendant opportunistic illnesses.

You have been assembled here on a programme that seeks to explore the future of our communities by looking to the ten (10) year horizon (Vision 2016) when we shall commemorate our fifty years of self rule. We have to examine the ramifications of our inaction in social, economic, as well as political prospects. The process of exploration is, in itself, a good preparation for handling the uncertainties of the future. Our future is bleak if we from henceforth fail to seize the window of opportunity to drive the action required to save humanity. We all know that HIV/AIDS has no cure. Therefore,

our strategies and actions should be bold and courageous. The costs of HIV/AIDS to our economy is significant in both financial and human investment. We therefore have to take actions that are sustainable and are community designed and owned, including local resources mobilization.

Chairperson,

What then is the purpose this leadership development workshop? Psalm 23 in the Bible reads; “The Lord is my shepherd, I shall not want, He leadeth me besides still waters,

The shepherd has a great understating of the sheep. He is empowered, entrusted by another; responsible and accountable to a greater authority. He also understands what it means to follow. Understanding and acceptance of the cycle cultivates and reinforces character.

The sheep hear, recognizes and follow the voice of their **shepherd**. People naturally navigate the familiar. Through interaction and experience gained in relationship, trust is built.

The shepherd knows the sheep by name. It is an intimate relationship that produces requisite response and results.

The shepherd leads the sheep to safety, away from harms way. He seeks for beneficial conditions for his flock

The shepherd is ever ready to put the immediate needs and well being of the sheep before his own, often at great personal risk.

The shepherd is different from a hired servant. Unlike a hired hand, He is not motivated by compensation. He has a deep commitment to the welfare of the sheep. Bagaetsho,

People are a sacred trust and serving them is an awesome commission. When leadership is not defined as a position you hold, but as a way of being, you discover that you can lead from wherever you are. Leaders invent the future, managers translate vision into action, and coaches open up new possibilities for how to get the job done effectively. As a leader you have to adapt to wearing all the three hats and be effective in all the three domains of leadership, management and coaching. Most of our institutions and organizations are over managed, under led, and coaching hardly ever takes place.

The training workshop you’ve been through gives you access to a new source of power to produce remarkable results to significantly impact on the bottom line – achievement of you organizations or institution’s strategic plan and the combined community collaborative strategy.

Chairperson,
Participants

The training programme has exposed the current paradigm of leadership as insufficient for what we all want to accomplish, it has presented a new paradigm for leadership that makes a new source of power available to you as a leader in your jurisdiction and in your current issues, concerns and challenges.

If anything is going to show up in our organizations and institutions, not as accident, not as a strategy, not as a-some-day ..., but as a real action. It will only show up by the stand you take for its possibility.

Chairperson,
Ladies and gentlemen,

You have been trained as visionary leaders for the transformation of our institutions. You can not afford to remain the same after this illumination and charge of your brain power and skills transfer workshop. Transformational leadership anticipates events, influences the future and enables people to flourish in more ways than one. It means perceiving challenges and growth opportunities before they happen while positioning the organization to produce extraordinary results that make a real contribution to our national development, district, village and ward.

Setshwarwa ke ntsa`pedi sa se thata, at your localities you need to inventorise your challenges, identify your opportunities and strengths. Profile the local institutional, human as well as community owned capacities that are necessary to accomplish your strategies. You have to enroll others in your vision and seek their active involvement within the constraint of their capacity. These alliances are necessary as stop gap measures intended to maximize the strengths of each stake holder. Time for ‘tuff’ ownership is no longer a tolerable “self preservation” technique. We are obligated to change

Transformational leaders do not shirk from the overwhelming complexity of the environment; instead they engage society and their constituents with its competing, divergent viewpoints. In order to marshal the best possible chance of success they seek to communicate effectively; sharing and listening, building their knowledge through collaboration. Through their personal yearning to make a lasting, social contribution, they put in the **time, energy and attention** necessary to generate tangible results. They give everything to bring out their best, often plunging their personal depths to build from within.

Without blowing our own trumpet, Botswana has been a pace setter in many areas of human endeavours. Our HIV/AIDS response has set us apart amongst the developing countries. You therefore are to follow on those foot steps, by creating in your work stations a local network second to none in addressing the issues of HIV/AIDS. As you reflect on the way forward, image your organization as a leader and model. I challenge you to sustain efforts that would secure the reputation of your organization, district and town as a programme leader in fostering successful local action delivery.

Transformational leadership is not selfish or aloof. Get you subordinates behind and work as a team, don't do it alone. It's not about point scoring, it is about partnership and sharing of the burden. There is strength in numbers and that strength is known as

credibility. It gives your actions legitimacy and acceptance, it is about communal ownership.

Chairperson,
Ladies and gentlemen,

Your successes may not happen overnight. Keep the heat on. Persistence pays off. You may encounter the traditionalists who prefer the old fashioned ways of doing things. Don't be impatient. Apply you newly acquired skills and techniques to gradually win them over.

Finally, when all is said and done, celebrate your successes however small they may be. Make sure everyone knows when you have arrived at your destination. Nothing succeeds like success. And team members need to feel good when they have done well and should share the accomplishment. Do it right and you will not only hit the target, you'll develop a reputation for doing good for people – your communities.

The theme for the 2006 Budget Speech is “**Building an Innovative Economy for the 21st Century**”. I am of the view that the theme is relevant to our everyday work, particularly in addressing the issues of HIV/AIDS. You have been equipped with tools necessary for **INNOVATION**. Our national resources are shrinking while our expectations are forever growing.

In conclusion, the trainers/facilitators have been eloquent, inspiring and genuine. Thank you for this exposure` that has been enjoyable and settling. You should have set an examination for these folks as an incentive to excel.

To the UNDP, NACA and MLG, I am indebted to the partnership that has enabled these men and women to receive this training. It is a worthwhile investment. I am confident that the seed that has been sown has not fallen on thorn or rocky ground, but on good soil. Do not tire to do good. Indeed you cast your bread upon the waters and surely some day you will find it.

Participants, as you return home, remember, “No man having put his hands on the plough, and looks back, is fit for the kingdom of God”. There is no turning back. Press on. Sooner than later your labour would not be in vain.

I therefore declare you training workshop officially closed.

I thank you.

ANNEXURE: E

INTERVIEWS / TESTIMONIES

I worked on my wife with gracious persuasion and persistence. One morning she asked me this question; “If I test and I find out that I am HIV positive what will you do? How will you react to the situation?” I answered her with all the innocence in the world. We have been married for twenty one years, if this happens I will support you come rain come shine.

I also felt I had a duty to step into the hearts of my colleagues, the members of the land board. When I told them that I was going for an HIV test, eight of them rallied behind me, plus one of the land board officers. **“As I speak we all know our status. “For me this is the most wonderful feeling of a life-time”.**

In church I make no bones about HIV / AIDS, I hit the nail on the head, all the pastors know me well. The truth is surfacing at all church meetings and men in particular are beginning to respond positively. I am not looking back, I have taken my sword to destroy HIV / AIDS in partnership with many.

Chief Letlhakeng:

As the chief I know chieftainship is about people. I have sworn in my capacity as a chief to move people from fear of the disease and feelings of helplessness to feelings of hope. I am leading the war and I am in the forefront.

My people are thirsty for knowledge and my vision is to give them the knowledge everyday.

My greatest teaching to them is that HIV / AIDS conversations should begin at the family level. I will not despair until we win this war.

The voice of the Youth:

I have attracted the young and old through my poetry, which sounds themes about the epidemic. I recite poetry during various occasions, kgotla meetings, AIDS fairs and the like. My poetry has inspired many particularly the young. They follow me up and down and we engage in lively conversations, talking about anything and everything.

District AIDS Coordinator – Kweneng West:

I mingle periodically with church people, Community Home Based Care workers, members of the NGO community, HIV / AIDS counselors, diverse women’s groups, you name it. This I reckon and believe is the glue of the society and it is only them that can collectively reverse the scourge.

ANNEXURE: F**LIST OF PARTICIPANTS****REGISTRATION FORM****LEADERSHIP DEVELOPMENT WORKSHOP - THAPAMA HOTEL - FRANCISTOWN**

SURNAME	FIRST NAME / INITIALS	ORGANISATION	DESIGNATION	TEL. NO	FAX NO.	EMAIL ADDRESS
Aaron	C.N.	Galabgwe Counselling Centre	Centre Coordinator	2489814 / 71290457		
Barei		NUNV - NE	CCEP Facilitator	2431153	2489016	bareitsho@yahoo.co.uk
Bathlophi	T.T.	Lethakeng Motokwe Sub-Council	Board Member	71293258		
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Dimbungu	R	NACA	Program Planner	3710314	3710312	rdimbungu@gov.bw
Dintweng	M	Ministry of Health	PRN	71507491	2489127	galabgwecounselling@botsnet.bw
Gabosianelwe	T.N.	Health Gaborone	Health Worker	3657517	3900141	
Gaogane	W.	North East ACU	CCEP Facilitator	2489333	2489016	letsolowatipa@yahoo.com
Gaogalelwe	Tumelo	Lethakeng Support Group	Minister Fraternal	71911806		
Gaonwe	I.	Tribal Administration	Kgosi	5943221	5943033	
Hambira	G.K.	Tribal Administration	Court President	3162418		
Jack	B.	North East District - CHBC	S.W.O II	2489242 / 72764246	2489242	
Kadiwa	H.	Gaborone City Council	PMTCT Nurse	3957891		
Kalane	S.	CCEP	Coach	6510040	6510004	

SURNAME	FIRST NAME / INITIALS	ORGANISATION	DESIGNATION	TEL. NO	FAX NO.	EMAIL ADDRESS
Kanyetu	Supa	TOCADI	C D F	6875085		
Kaupa	P.	Lethakeng	Youth Representative	71856722		
Kealotswe	I.T.	NESG	Volunteer	72439048		
Kebabonye	Kesentseng	NEDC	Dep. C.S	2489242	2489290	
Kebitsang	N.	Council Gumare	P A O	6874695		
Kenaape	S.K.	UNV				Sam-ke-sam@yahoo.com
Kgotlhang	G.	Tribal Administration	Kgosi	300719500		
Lefatshe	Keipope W.	Okavango Sub-District	Minister Fraternal	6874998		
Lesole	Reginah	Tebelopele VCTC	Counsellor	2976601 / 72470709	2976600	Rlesole2005@yahoo.com
Loeto	F.	Health	S R N	2488215		
Learaboa	K.	LTK	CCEP	71607330	5930087	
Lebelonyane	R.	NED / FOC		2413300		lebelonyane@yahoo.com
Leburu	B.	Barclays Bank	Corporate Wellness Manager	3952041	3957392	Bikm.leburu@barclays.com
Leshoai	S.M.	Gaborone DMSAC	CCEP Facilitator	3170626 / 71529067	3170626	Rlesole2003@yahoo.com
Linchwe	N.	Tribal Administration	Court President	3972717		
Maatin Kobi	P.T	Hukunsi Clinic	Lay Counsellor	7179551 / 6510222		
Maeletso	S.C.	L.T.K Sub District Council	Poetry	71439247		
Maenge	Tshepo	Gumare Counselling Centre	Volunteer Counsellor	6874235		
Mafhemele	K.	Remmogo Support Group	Coordinator	72512336		
Mahupe	T.K.	Okavango Sub-District	U N V	6874023	6874408	mahupet@yahoo.com
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Matlhogela	Lepang	Nokaneng Kgotla	Kgosi	6873002		
Mazonde	O.M.	D A	D A C	6510040	6510004	malutimaz@hotmail.com
Mckenzie	J.C.	Gaborone City Council	Social Worker	3657463		
Mere	O.E.	Methodist Churc	Pastor	3167627	3167627	
Mganga	A.	Mongwana Support Group	Volunteer	71786841		
Mmolawa	M.	Gaborone City Council	Nurse	3918080		

SURNAME	FIRST NAME / INITIALS	ORGANISATION	DESIGNATION	TEL. NO	FAX NO.	EMAIL ADDRESS
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Mokgosi	B.M.	Prisons	Chaplain	650019		
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Moshe	Dr.	LTK Sub-Council	ARV	5943192 / 5943013	5143171	
Mafohla	C.	Health	S R N	72731038		
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Motanzi	Motlapele	Okavango Su-District	Youth			
Motsamai	K.D.	Okavango Sub-District	Youth	6874837		
Mpe	Susan	NEDC	DA / ACH	2489007	2489016	
Nare	S.J.	HHT – Gumare	CHBC Coordinator	6874040	6874199	
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SURNAME	FIRST NAME / INITIALS	ORGANISATION	DESIGNATION	TEL. NO	FAX NO.	EMAIL ADDRESS
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Seane	Kebaabetswe	Gumare Hospital	Senior Registered Nurse	6870002/3/4	6874192	
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Tlaang	P.	NEDC	S R N	71745855		
Tihomelang	D.V.	Local Government	CHBC Coordinator	3657537	3900141	
<i>Tonakgolo</i>	D.	UNDP / UNV	CCEP Trainer	3170626	3170626	
Toteng	K.	Gumare Primary Hospital	Midwife			