

Legal Aid for Women in Botswana

Ethnic Minority Will Also Get Help Winning Justice



Alice Mogwe, Ditshwanelo director, closes the organization's seminar on human rights in Zimbabwe, held August 2005 in Gaborone, Botswana.

Overview

Violence and other abuses are even more destructive when victims such as poor women and marginalized people have little or no access to legal remedies. Ditshwanelo advocates for human rights and provides legal aid to vulnerable people. Strengthening this organization's capabilities will help hundreds of people gain access to justice and have their rights upheld.

Expected Life Change Results

An investment of \$50,000 expands Ditshwanelo's legal aid services to needy people. Expected Life Change:

- ▶ 400 clients receive legal advice, mediation and negotiation services from Ditshwanelo, including an estimated 200 cases related to domestic violence against women; 80 involving women's and children's inheritances or property rights; 55 involving separation and divorce; 45 involving domestic workers' rights; and 20 involving refugees or asylum seekers
- ▶ 1,280 clients and family members have their rights upheld and receive justice as a result of legal advice, mediation and negotiation in 320 cases
- ▶ 40 people including local leaders, NGO representatives and Ditshwanelo staff trained in a two-day workshop on issues of human rights in northern Botswana,
- ▶ 1,320 people impacted – some in multiple ways – at a cost per life changed of \$37.88

What We Like About This Project

In part, this project extends Ditshwanelo's legal aid services to the marginalized Bushmen or San ethnic minority, who have long been denied rights. Winning their trust may present unique challenges, but a Ditshwanelo workshop will bring together a broad-based group to address this risk. Also, in addition to its legal advice, mediation and negotiation services, Ditshwanelo produces and distributes easily understandable educational materials that help people learn about their rights.

Project Profile

Organization:

Ditshwanelo, the Botswana Center for Human Rights

Grant amount:

\$50,000

Geneva ID:

1-SFCZ-0506

Project duration:

18 months

Expected Performance

DELTA SCORE

Measures relative grant effectiveness



GRANT PROFILE

Reflects aggregate project risk

CONSERVATIVE ——— AGGRESSIVE

Please refer to the FAQ at the end of this document for an explanation of the Delta Score and Grant Profile.

Project Location



To Fund This Project

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SECTOR
PERSPECTIVE

Empowering women

Women make up the majority of the absolute poor in the world. They are more likely than men to become infected with HIV and less likely to go to school. One in three women will be a victim of gender-based violence in her lifetime.

Geneva Global actively finds projects that specifically empower women by addressing three urgent needs of women and girls:

- Safety
- Health
- Economics

“Women are key to progress in the world’s poor communities. When you empower a mother, you change the lives of her whole family. Adolescent girls deserve special attention. They’re the fulcrum for changing the next generation.”

Heidi Metcalf
Geneva Global
Sector Advisor

Need — *The Problem and Effects*

“Violence against women and children is on the increase, and perpetrators tend to use customary, religious and financial status to pursue their cause. Also, even where there are provisions to protect women and children, we find that there are many women who are not aware of them. They suffer in silence without help. Sometimes when they report incidences of abuse to the police, they are given no help at all because the police simply term their cases as domestic matters which ought not to be discussed in public. ... People are becoming more open to the issue of abuse, but it is still a private matter in many cases,” says Minkie Bokole, national program coordinator of Women and Law in Southern Africa. The Gaborone, Botswana-based organization received funding through Geneva Global in March 2006.

Six in 10 women in Botswana are victims of domestic violence, according to a 2002 report by the U.N. Development Fund for Women. Domestic or spousal violence is believed to be the most frequent form of violence suffered by women in Botswana. In a recent survey by the Botswana government’s Department of Women’s Affairs, 37 percent of interviewees said they had suffered a severe beating between one and five times in 1998 at the hands of their male partner.

“Domestic violence against women remained a serious problem” in Botswana, according to the 2006 country report by the U.S. State Department. “Under customary law and in common rural practice, men have the right to ‘chastise’ their wives. Greater public awareness and improved legal protection have resulted in increased reporting of domestic violence and sexual assault; however, police rarely were called to intervene in such cases.”

In 2003, “half of the murders of women were linked to histories of domestic violence,” a previous State Department report said. “Human rights activists estimated that 60 percent of women were victims of domestic violence at some time in their lives. The Police Service expressed concern that many women declined to prosecute their abusers, but there is no legal provision that empowers police and prosecutors to take action.”

Sexual exploitation, abuse, and sexual assault have “become even more worrisome because of the HIV/AIDS pandemic. The risk of this deadly virus being transmitted during these cruel attacks on innocent people is very high,” Festus Mogae, Botswana’s president, said in his 2004 state of the nation address as reported by Kroderen, Norway-based Afrol News.

The San are a marginalized group in northern Botswana. “As an ethnic minority, the San experience both poverty and, allegedly, discrimination. They are called ‘Basarwa’ – ‘those who don’t raise cattle,’ in the Tswana language – a term they feel is demeaning,” according to a March 2004 report by the U.N. Integrated Regional Information Network (IRIN). The San are “the poorest of the poor,” Alice Mogwe, Ditshwanelo director, told IRIN.

“Problems are poor health, low literacy, inadequate education, bad housing, poor hygiene, tuberculosis, AIDS and malnourishment, fragmentation, stigmatization, social exclusion and lack of participation in mainstream politics,” says Mothambo Ngakaeaja, coordinator of the Botswana section of the Working Group of Indigenous Minorities in Southern Africa based in Windhoek, Namibia.

Local service availability

Ditshwanelo is the only nongovernmental organization (NGO) in Botswana dealing specifically and comprehensively with human rights issues, according to Juliet Mbabazi, Geneva Global research analyst. Organizations such as Gaborone-based organizations Women and Law in Southern Africa and the Botswana Network for Ethics, Law and HIV/AIDS address specific aspects of human rights but do not have the mission of covering human rights as a whole. The University of Botswana legal clinic provides legal assistance to the poor but their services are limited to non-criminal cases.

Local Perspective

“Educating people about their rights is crucial especially when they have to represent themselves in the village courts. Many people, and especially low-income earners, do not know their rights and they end up in very difficult legal positions. Since the [Ditshwanelo] program addresses issues of educating people about their rights, it is a good and recommendable program,” says *Moesi Basbi, a lawyer with Lobatse High Court, Lobatse, Botswana.*

Vision — *In Their Own Words*

“I trace the beginning of my passion for human rights to [secondary school]. It was while there that I realized it was possible to change the world. ... that through the respect of every individual and a belief in a future of no discrimination based in racial difference, it is possible for people of different backgrounds, cultures, color and creed to live together peacefully. I went to South Africa for my university education and my experience in apartheid South Africa prompted me to fight the system and all that it represented. The apartheid experience exposed me to injustice suffered by black people. I did not want to see that happening in Botswana, so I decided to work ... among the weak and poor. I would like to see human rights issues taken more seriously and be debated in Parliament the same way as laws and policies,” says Alice Mogwe, Ditshwanelo director.

Strategy — *How to Meet the Need*

Organization background

“Ditshwanelo” is a Setswana word that means “rights.” The advocacy organization promotes and protects human rights in Botswana, seeking to affirm human dignity and equality regardless of gender, ethnicity, religion, social status or political convictions.

“Ditshwanelo is the only organization in Botswana dealing with all aspects of human rights, from the rights of Botswana’s indigenous people to children’s rights, gender equality to sexual minorities. Our primary focus is advocacy – for changes in government laws and policies – and raising the public’s understanding of human rights and responsibilities. Once people become more aware of their rights, including their legal rights, they need to be able to achieve them. As Botswana has no form of legal aid, we provide [legal] advice to those earning less than the minimum wage. Our programs not only provide access to justice, but are action-based research, ensuring we are always in touch with the real issues being faced,” Mogwe says.

Ditshwanelo works with the Botswana government to change laws, policies and practices that violate human rights or fail to reflect international treaties to which the country has committed. The organization has worked to abolish the death penalty and create a system of affordable legal aid.

Ditshwanelo raises community awareness of rights, helping people exercise their rights and carry out their responsibilities. Public education work ranges from media relations to publication of booklets such as guides to common legal issues. The organization also has a documentation center that provides students, researchers, journalists and the public with access to human rights material including newspaper clips, videos, journals, books and government publications.

Track record

Human rights training: Ditshwanelo holds workshops at the district and village levels for tribal and church leaders, social workers, teachers, and law enforcement officers, especially in areas that suffer from many reported cases of human rights abuses. Participants gain skills in identifying human rights abuses. Seminars include reviews of case studies from police records, and in cases that did not receive proper legal treatment, Ditshwanelo takes action to bring offenders to justice.

In 2005, Ditshwanelo trained 75 leaders from five districts. Trainees help village courts make better decisions, provide critical testimony at legal hearings and discuss human rights at community meetings. To reinforce its education efforts, Ditshwanelo distributes brochures, flyers and leaflets on human rights.

Legal aid and research program: Since its formation, Ditshwanelo has helped the poor win their rights by providing legal advice, information and mediation services for those

References

“Alice Mogwe has been the director of the organization since its inception and she is well-known and highly respected in the country. She is of high integrity. The niche for the organization is very clear because there is no organization in the country that is fulfilling such a role. ... We have had a longtime relationship and we find their work relevant and highly respected,” says *Nina Solberg Nyaard, regional representative at the Gaborone office of Kirkens Nodhjelp (Norwegian Church Aid), Oslo, Norway.*

“Ditshwanelo as the local human rights organization has operated and has done a lot of advocacy to all citizens of this country. They have represented people [sentenced to death] who [otherwise] would have died. They have done excellent work on issues by bringing the matters of the country [into] the open. ... Journalists are referred to the organization because of the results of their work,” says *Modise Maphanyane, director of the Gaborone-based Media Institute of Southern Africa.*

“[Ditshwanelo’s legal aid] program is very important, especially to women, because many women don’t have any information on legal issues. As they keep informing many people about their rights, it helps the people stand their ground on issues where they would have been suppressed. We have networked with them at the women’s shelter, and they have been very helpful in educating our clients about their rights. The organization is valuable because it informs people about issues that affect their lives,” says *Dineo Mogapi, senior counselor with the Gaborone-based Kagisano Society Women’s Shelter, an organization that was approved for funding through Geneva Global in February 2006.*

unable to afford legal fees. Botswana does not have any form of legal aid system, so Ditshwanelo’s legal aid program is one of the few ways those living in poverty can get access to justice. Trained legal aid specialists can help handle many types of cases. Common cases include labor-related issues such as unlawful termination, inadequate compensation and abuse of workers’ compensation or pension rights, as well as domestic matters such as child custody, support and domestic abuse. Other common types of cases include breach of contract, torture, immigration and sexual harassment.

Ditshwanelo provides legal aid only to people who earn less than Botswana’s minimum wage of \$100 per month, extending the organization’s limited resources to those most vulnerable to abuse. Ditshwanelo’s advice and support helps people solve their problems and learn to avoid or address future difficulties. The organization also encourages clients to share what they learn with their families and communities.

Ditshwanelo also provides mediation services as needed to help clients win fair treatment. This can be a long and sensitive process. Some clients come to Ditshwanelo with situations in which legal intervention is difficult or impossible – for example, cases in which people have signed contracts without understanding them. In such cases, Ditshwanelo negotiates or mediates for a fair outcome, often by helping win the other party’s goodwill.

Such clients have warned others to seek legal advice early, and Ditshwanelo has seen an increase in people avoiding legal problems by doing so. Some now present contracts for review before signing them. Others get legal advice to prepare for appearances in village courts, which require disputants to represent themselves rather than using legal representation.

In 2005, Ditshwanelo’s legal aid program helped resolve 228 cases benefiting 600 people, including:

- 264 people who resolved family problems through reconciliation or peaceful separation
- 128 mothers and children who won financial support from fathers
- 104 widows and orphans who won rightful inheritances
- 97 people who won fair treatment from employers including unpaid leave and fair compensation
- Seven refugees, asylum-seekers and immigrants received government help to remain in Botswana

The legal aid work also serves as research, providing Ditshwanelo with a true picture of human rights issues in Botswana and the extent to which poor people understand their rights and responsibilities. Based on this knowledge, Ditshwanelo develops publications to educate people on their rights, including booklets on land rights, labor law, criminal law, inheritance rights and handling death-penalty cases, as well as publications explaining the rights of specific vulnerable groups such as domestic workers and youth at risk of contracting HIV.

Community support: Ditshwanelo’s outreach program in Kasane district provides legal advice to the community, and focuses on land rights issues while helping the community build its own capacity for land development planning and fund-raising. In 2005, the Kasane office supported three land rights cases:

- Seboba Conservation Trust, a village development community project, gained government approval to develop land as a recreation center. Legal ownership and access was secured, and management of the project has been handed over to the trust.
- Chobe Junior Secondary School won a dispute over legal ownership of the school. The school is now undertaking its own fund-raising and holding its own management meetings without the need for further support from Ditshwanelo. This benefits 1,200 students who can go on with their schooling uninterrupted by legal disputes over the school’s ownership and leadership.

A Changed Life

“After working for my boss for almost six years, my friends and relatives asked me if I had gotten ... a lump sum payment all employers should pay to employees after five years’ employment. They said I must talk to my boss, because maybe if I said nothing she would not pay it. So I asked her when I would get my money. She said she didn’t know about the money and told me to go to the Department of Labor. They gave me a form, but I didn’t know how to calculate the amount. A friend who’s also a domestic worker told me that Ditshwanelo could help. When I went to Ditshwanelo, I was told about the domestic workers’ rights and I was given a copy of [a booklet,] *Rights of Domestic Workers*. They also spoke to my employer and helped me calculate the amount she should pay. My boss paid me the money I was owed, and now I know more I will also tell my friends. One friend was fired because she was sick, and I told her that’s not right – I said she should also talk to Ditshwanelo, because they really make a difference,” *said Pearl, whose full name has been withheld.*

- The Kwando-Linyanti Fishing Project community group was able to secure fishing rights at a site claimed by safari companies, after Ditshwanelo facilitated meeting between the disputants. The 640-member group can now draft its own plans for developing the fishing site, to be submitted to the Department of Wildlife.

Proposed Action — *What This Project Will Do*

With this project, Ditshwanelo will extend legal aid services protecting the human rights of women, children and domestic workers across Botswana, as well as the rights of the San in northern Botswana.

The organization will hold a two-day workshop to discuss improvements to the program, such as developing more publications covering a greater range of legal issues and providing these to partner organizations; providing specialized legal training to staff members; and training volunteers from other organizations geared toward the San to provide legal support. The workshop will involve up to 40 people including Ditshwanelo staff, representatives of village courts, NGO representatives and community leaders such as chiefs.

After the workshop, Ditshwanelo staff will meet with clients to identify the nature of their cases and determine the level and nature of support to be provided. Legal aid specialists will inform clients of their rights and legal options.

Through this grant, Ditshwanelo anticipates supporting 400 legal cases affecting 1,600 clients and family members, including:

- 200 cases involving domestic violence against women
- 80 involving women’s and children’s inheritances or property rights
- 55 involving separation and divorce
- 45 involving the rights of domestic workers, mostly women and girls
- 20 involving refugees or asylum seekers

Ditshwanelo expects successful resolution in 80 percent of these cases during the 12-month project period, with the remainder not being resolved successfully or requiring more than 12 months to complete.

Simpler cases, such as minor family conflicts or timely payment of wages, may be resolved quickly without extensive negotiation. An estimated 100 cases may be resolved quickly, requiring a single client visit with a legal aid specialist, followed by a telephone call or letter to disputants.

Cases involving mediation may take two months or more to resolve, and usually require the involvement of local chiefs or leaders. More complicated cases may involve divorces or inheritances, and may have already been heard by a village court that handed down a ruling the client considers unfair. Such cases typically take more than three months to resolve, often through negotiation. If necessary, Ditshwanelo helps clients prepare for court hearings, but these involve considerable time, documentation of evidence and legal fees. Ditshwanelo’s negotiation services involve meeting with both parties, at times meeting with village courts that issued disputed rulings, and writing letters of understanding. An estimated 300 cases during the project period will require mediation and negotiation.

In all cases, Ditshwanelo prepares files and keeps records of clients. These records require strict security to ensure they are not tampered with. Ditshwanelo hires local security companies to protect documents from sabotage, theft or destruction.

Ditshwanelo’s legal aid work has been carried out by two staff members with volunteer support. The organization’s director oversees the program among several other responsibilities. Ditshwanelo plans to hire a program coordinator to oversee the legal aid and research program and to help improve service delivery. The program coordinator will be a

A Changed Life

Margaret, a Zimbabwean whose full name has been withheld, came to Ditshwanelo after the death of her husband. She says, “Until I came to Ditshwanelo I was scared [of] being deported to Zimbabwe, after living in Botswana for 27 years. I thought I would have to leave my five children. After my husband died, I was taken to the [village] courts by my mother-in-law, who claimed she did not know me and that I was not married to her son. She said that I am in Botswana illegally, and if I do not give her my husband’s property she will report me to the Immigration Department. The [village] courts also confirmed that I would be deported because I do not have relevant documents. When I heard the chief saying that, I agreed for the money from my husband’s [pension] to be given to my mother-in-law to keep for my children. After she received the money she then wanted my plot of land in Gaborone to be changed to her name. She had her lawyer writing letters to evict us from the house. The lawyer also wrote to the Gaborone city council demanding that the ownership of the land be changed to her name. ... I was about to lose everything I had. Ditshwanelo advised me on what to do. ... and this has saved me from all that. Now I can stay here, with my family. I have a resident’s permit until 2009 and I am about to apply for citizenship.”

Florah Kedibonye, a Ditshwanelo legal aid specialist, says, “[Margaret] was married under [traditional] law, which is quite typical and legal in Botswana, but there are no official documents. ... It’s difficult to be helped if you don’t have the right documents. This was a unique case and at first we didn’t know how to start. ... [Margaret’s] two oldest daughters ... explained that they do not have money to engage a lawyer. They were distraught; they had lost their father and now thought they would lose their mother because she would be deported.” Over five months Ditshwanelo had extensive discussions and correspondence with the Immigration Department, the Botswana High Court, the village chief, the mother-in-law’s attorney, the Zimbabwean High Commission, Gaborone City Council, the late husband’s employer and many others.

trained lawyer with management and research experience. He or she will be able to handle the more complex cases, leaving the current staff to handle the growing number of cases including the 400 being added through this grant. By assuming oversight, the program coordinator will free the director to concentrate on other national advocacy issues.

Budget: \$50,000

Item	Grant request (\$)
Transportation, documentation, mediation, and court appeal costs for 400 cases	19,800
Program coordinator salary	8,850
Initial counseling support for 400 cases (informational materials, advisor stipends)	6,000
Two legal aid specialists assigned part-time (40%) to program	5,900
Two-day workshop with 40 stakeholders and staff (venue, meals, materials, accommodations)	4,000
Printing and distribution of brochures, flyers, case studies for community education	3,800
Storage and security for 400 case files	<u>1,650</u>
Total	50,000

Evaluation Metrics

Geneva Global’s forecast of results is located on the first page of this report. At the conclusion of the project, Geneva Global will issue a report comparing actual results with:

- 400 clients receiving legal advice, mediation and negotiation services from Ditshwanelo, including an estimated 200 cases related to domestic violence against women; 80 involving women’s and children’s inheritances or property rights; 55 involving separation and divorce; 45 involving domestic workers’ rights; and 20 involving refugees or asylum seekers, as indicated by a Ditshwanelo tally of cases
- 1,280 clients and family members having their rights upheld and receiving justice a result of legal advice, mediation and negotiation in 320 cases, as indicated by a Ditshwanelo tally of cases and testimonies from at least 50 beneficiaries
- 40 people including local leaders, NGO representatives and Ditshwanelo staff being trained in a two-day workshop on issues of human rights in northern Botswana, as evidenced by a Ditshwanelo tally of attendance and surveys of attendees before and after training
- Recruitment of a qualified coordinator to direct the legal aid program, as indicated by Ditshwanelo’s letter appointing the applicant

Geneva Global Services

Project discovery. In consultation with field experts, Geneva Global finds superior programs that correct situations of the greatest human need.

Field investigation. References are checked with independent sources who know the organization.

Site visit. Before recommending a project, a Geneva Global staff person or Geneva Global Network member visits the site to verify the information we gather.

Desk research. Best practices and other reference information are used as yardsticks to measure the project.

Peer review. During research, information gathered and the description prepared must pass three quality control checks.

Expert review. A Geneva Global sector manager checks findings and recommendations.

Deal structure. A Geneva Global researcher confers with the implementer to reach agreement on expected results, timetable and criteria for evaluation, use of funds and budget.

When you fund this project, Geneva Global will:

Document the agreement. Before money is sent to the project, a Memorandum of Understanding is signed that details expected results, timelines and acceptable uses of funds.

Assist with international funds transfers. As you require, Geneva Global will simply provide wire transfer instructions or will handle the entire process on your behalf.

Obtain receipt of funds. Geneva Global confirms when grant funds arrive with the implementer.

Check progress. Early in the project, usually about 90 days, Geneva Global confirms that the program is proceeding according to plan. The lead analyst is available to the implementer for advice and consultation throughout the project.

Measure results. Shortly after conclusion of the project, Geneva Global collects data from the implementer and compiles a concise analysis of project outcomes and lessons learned. For every project you fund, you will receive a Geneva Global Results Report.

Depth Analysis

Urgency: Without this intervention, hundreds of marginalized people will continue to suffer from human rights abuses. Ditshwanelo remains the only national organization that is providing a holistic approach to human rights abuses in Botswana. Score: medium high.

Need: Ensuring justice will significantly improve beneficiaries' quality of life in many aspects and in some cases extend their lives. Score: medium high.

Extent: Legal advice for the poor and powerless has a significant effect on their lives, letting them get fair treatment regardless of their social, political or economic status. Score: medium high.

Permanence: Teaching people about their rights and how to address violations of human rights has a long-term effect, but requires follow-up training to remain effective. Score: medium.

Intensity: Legal aid specialists may spend intense and irregular hours, especially in mediating and negotiating cases in which a court ruling has already been delivered. Score: medium.

Risk Analysis

Concept: Ditshwanelo not only educates the public about human rights, but provides effective legal aid to those who cannot afford it. Risk: low.

Design: Ditshwanelo uses a proven best-practices approach in expanding services to additional clients. However, this project is extending services to marginalized San who have long been denied rights. Ditshwanelo may face unique challenges winning their trust, but will hold a two-day workshop designed to address this risk. Risk: medium.

Capability: Current staff have managed operations well. The new program coordinator may require time to adjust, but Ditshwanelo is seeking a well-qualified lawyer with relevant experience. Risk: medium.

Control: The organization has stable management, independent governance, externally audited financial statements and secure fund transfer measures. Risk: low.

Sustainability: Ditshwanelo relies primarily on funding secured from local and international donors, and plans to continue doing so. Risk: medium high.

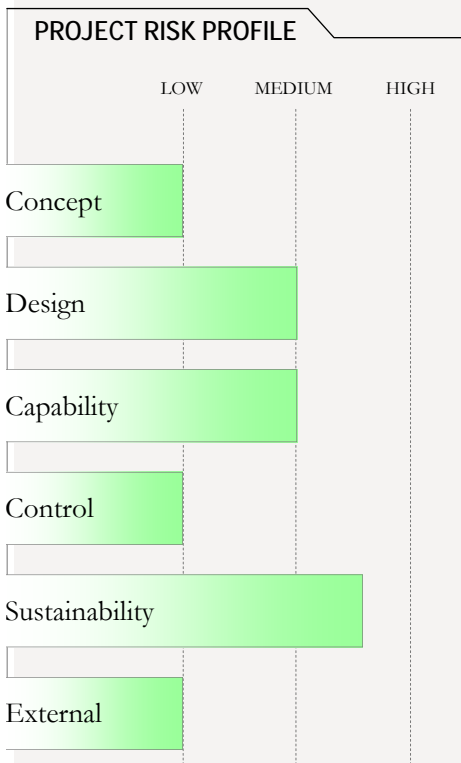
External risk: Botswana is politically stable, and respect for human rights is increasing. Risk: low.

Pro

- Meets needs of the most vulnerable people
- Educates the public on human rights

Con

- Extending services to marginalized San may present unique challenges





Botswana

Population: 1.7 million

Population younger than 15: 42%

Urban population: 50%

Languages: English (official), Setswana (CIA World Factbook)

Life expectancy: female 38, male 38

Maternal mortality (deaths per 100,000 live births): 100 (compared with 17 in the U.S.)

Infant mortality (deaths per 1,000 live births): 82 (compared with 7 in the U.S.)

Under-5 mortality (deaths per 1,000 live births): 112 (compared with 8 in the U.S.)

HIV/AIDS prevalence (ages 15-49): 37.3%

People with HIV/AIDS: 350,000

HIV/AIDS-infected children (0-14): 25,000

AIDS orphans: 120,000

HIV/AIDS related deaths (annual): 33,000

Literacy (15 and older): female 82%, male 76%

Gross national income per capita: \$3,530

Population living on less than \$1 daily: 24%

Population living on less than \$2 daily: 50%

Religions: Christian 64%, traditional ethnic 34%, Baha'i 1% other 1% (World Christian Database)

2005 U.N Human Development Index rank: 131 of 177 countries

HIV/AIDS data are from UNAIDS. All other data are from the World Bank unless otherwise noted.

Organization

Ditshwanelo, the Botswana Center for Human Rights

Gaborone, Botswana

Founded

1992

Affiliations

- Botswana Council of Nongovernmental Organizations, Gaborone
- Community Education Board and Community Advisory Board for HIV/AIDS Vaccine Trials of the Botswana Harvard Partnership for HIV/AIDS Research and Education, Gaborone
- National Coalition to Abolish the Death Penalty, Washington, D.C.
- Skillshare International, Leicester, United Kingdom
- Save Our Souls Children's Village, Gaborone
- The Botswana Council of Churches, Gaborone
- The Botswana Network on Ethics, Law and HIV/AIDS, Gaborone
- The Botswana Red Cross Society, Gaborone
- Childline Botswana, Gaborone
- Emang Basadi (Stand Up, Women), Gaborone
- LifeLine Botswana, Gaborone
- University of Botswana Legal Clinic, Gaborone
- Women and Law in Southern Africa, Gaborone

Scale and staff

Ditshwanelo serves 15,000 annually. The organization has:

- 14 full-time, paid staff
- One part-time, paid staff member
- Seven part-time volunteers

Overall organization revenue sources (income) and spending (expenditure) in U.S. dollars

Income	2002	%	2003	%	2004	%
Evangelischer Entwicklungsdienst (Church Development Service), Bonn, Germany	99,957	14	86,237	11	132,743	17
Global Ministries, Indianapolis, Indiana	139,231	20	99,908	13	126,287	16
Other donations	390,205	56	501,988	65	427,920	53
Other income	67,555	10	86,267	11	110,180	14
Total	696,948	100	774,400	100	797,130	100
Expenditures	2002	%	2003	%	2004	%
Legal programs	13,188	4	6,622	2	33,447	6
Salaries**	125,117	34	42,538	10	199,244	34
Administration**	232,767	62	388,668	88	345,176	60
Total	371,072	100	437,828	100	577,867	100
Surplus/(deficit)***	325,876		336,572		219,263	

*Exchange rates were 5.39957 Botswana pula (BWP) to \$1 in 2002, 4.43262 BWP to \$1 in 2003 and 4.28082 BWP to \$1 in 2004.

**Programs are labor and administration intensive.

***Due to time differences between receipt and expenditure of funds.

Financial statements

Prepared: Annually
 Reviewed by: Director and Board of Trustees
 Externally audited: Yes, year ending Dec. 31

Complete bank wire transfer on file at Geneva Global: Yes

Profiles

Alice Mogwe, director, is a lawyer by profession and has extensive experience working with indigenous people and strong links to human rights activities at grass-roots and global levels. She has led the nation in addressing issues such as land rights of the San people and environmental issues in southern Africa, and has been commissioned by the Gaborone-based Botswana Christian Council to work on a project researching the San and their rights. In 2005 she was named a Knight of the Order of Merit, an honor given by France to citizens of other nations for exceptional achievement in defending human rights. She received a Vanguard Women Leader Award from the U.S. State Department in 2005, commemorating her work as one of Botswana's first activists for gender equality and as a pioneer of Botswana's human rights movement.

Richard Kashweka, outreach coordinator, has worked with Ditshwanelo for five years studying Botswana's legal needs and educating people about their rights. He holds a bachelor's degree from the University of Botswana in Gaborone and has 24 years of experience related to outreach programs.

Boitumelo Ntwayamodimo, legal aid specialist, has seven years of experience working on human rights issues in southern Africa.

Andrew Matayataya, finance and administration manager, holds a bachelor's degree in commerce from the University of Botswana and is studying to become a chartered accountant. He has 13 years of experience in accounting.

Leadership

Governance

The Board of Trustees meets quarterly and is responsible for directing staff on matters of policy, reviewing and approving financial and operating reports, selecting, appointing and dismissing personnel, and setting compensation and terms of employment. Members are:

- Archbishop Emeritus Walter Khotso Makhulu, patron (retired bishop, Diocese of Botswana, Gaborone)
- Eileen Ndlovu, chairwoman (program coordinator, Young Women's Christian Association, Gaborone)
- Bishop Trevor Mwamba, secretary (bishop, Diocese of Botswana; lawyer)
- David Modiega, treasurer (general secretary, Botswana Council of Churches, Gaborone)
- Rahim Khan (lawyer, Rahim Khan and Associates, Gaborone)
- Joyce Anderson (president, Emang Basadi, Gaborone)
- Pelonomi Letshwiti (director, Childline, Gaborone)
- Father Simon Magowe (project director, Botswana Council of Churches)
- Rampholo Molefhe (journalist, The Voice, Gaborone)
- Michael Mothobi (counselor, University of Botswana legal clinic)
- Simon Thage (coordinator of cooperation for research development and education, Gaborone)

Policies

Related parties in management or governance:	No
Staff and/or Board reflects spectrum of ethnic groups or tribes:	Yes
Staff and/or Board from varied denominations or subgroups:	Yes
Women in supervision or management:	Yes

Leaders

Responsibility	Name	Title	Years of related experience	Years with organization	Years in current role
Overall organization leadership, coordination of activism and information program	Alice Mogwe	Director	16	14	14
Finance, administration	Andrew Matayataya	Finance and administration manager	13	4	4
Management of outreach program	Richard Kashweeka	Outreach coordinator	24	5	5
Management of children and human rights program	Emily Ruhukwa	Children's rights program coordinator	5	6 months	6 months
Daily activities of the activism and information program	Maureen Akena	Activism and information officer	7	7	7
Legal advice, mediation	Boitumelo Ntwayamodimo	Legal aid specialist	8	8	5
Legal advice, mediation, administrative support	Florah Kedibonye	Legal aid specialist	7	7	3
Legal advice, support for outreach projects	Israel Kgosidiile	Outreach project officer	1	1	1
Legal advice, mediation	Grace Garebamonono	Legal aid specialist	2 months	2 months	2 months

Who is Geneva Global?

Geneva Global works for donors. We are not fund-raisers for charities. We do not promote our own projects. Rather, we are a service for thoughtful donors who want measurable results from the money they give. Geneva Global provides independent research, insightful analysis and grant management so our clients can invest where their giving changes the most lives. In short, we help you accomplish more with the money you give.

What is a *Delta Score* and how is it calculated?

The Delta Score is a universal measurement that makes it possible to compare projects, regardless of type or location. The Delta Score calculates the depth and breadth of Life Change from a project and compares it to the most common form of international giving, child sponsorship. The scoring system is calibrated so a Delta Score of 1 equals successful sponsorship of one child. This means a project with a Delta Score of 7 is expected to produce seven times more Life Change than if an equivalent amount of money were spent on child sponsorships.

What do you mean by *Life Change*?

One of the most serious flaws in traditional philanthropy is the lack of ways to measure success. How do you know whether your contribution did any good? Geneva Global uses Life Change to measure success in giving. We define Life Change as a direct, material and measurable difference in the quality of a person's life. A life is changed when an AIDS orphan is integrated into a loving family, when a mother achieves economic security by starting a small business, when an infant's life is saved by a vaccine, when a girl completes her education or when a slave becomes free from bondage.

What is the *Risk Adjusted Range*?

The comparable term in investing is "volatility." Every project involves risk. We assess up to seven categories of risk. The Risk Adjusted Range shows the range of likely Delta Scores for the project based on the combined risk. A project with low total risk will have a very narrow Risk Adjusted Range (for example, 7 to 9 with a Delta Score of 8), while a project with high total risk will have a broader Risk Adjusted Range (for example, 4 to 12 with a Delta Score of 8).

What is the *Grant Profile* and how is it determined?

We only recommend projects that, based on Geneva Global's extensive experience, have acceptable levels of risk. However, tolerance for risk varies among donors. The Grant Profile is a simple way of summarizing the total risk associated with a project. What is your personal giving style? Do you have an appetite for courageous projects that operate in difficult and even dangerous situations? Or do you value stability? Geneva Global finds, researches and recommends projects that range from daring to stalwart. The Grant Profile is an at-a-glance indicator of which giving style best matches the amount of risk for a particular project.

Who pays for Geneva Global's research?

Investigating projects in foreign countries is difficult and costly. The benefits, however, are tremendous. Geneva Global clients discover they are able to obtain 10 and sometimes as much as 30 times the results compared to traditional methods of giving. The increased results far outweigh the modest professional fees Geneva Global charges. Contact your Geneva Global advisor for fee details and information about all the services you receive.

Whom do I contact to fund this project or ask questions?

Contact your Geneva Global advisor.
If you don't have an advisor, please contact
Joan Cortright in Client Services:
866-7-GENEVA (toll-free in the U.S.)
610-254-0000
JCortright@GenevaGlobal.com

