



GL Lesotho 2016 -2020



TABLE OF CONTENTS

Executive Summary	
Table of key indicators	✓
Summary	✓
Strategic positioning	
Regional context	✓
Political context	✓
Key gender issues	✓
GL's Theory of Change	✓
GL's Programme of Action	
Alliance	✓
Media	✓
Governance and economic justice	✓
Partnerships	✓
Results for Change	✓
Lessons learned	✓
Strategic thrust 2016-2020	✓
Institutional effectiveness	✓
Risk analysis	✓
Internal and external	✓
Sustainability	✓
Programme	✓
Funding	
Diversification	
Annexes	
A. Local government beneficiary analysis	✓
B. SWOT	✓
C. Intervention logic	✓
Accompanying documents	
Budget – excel spread sheet	

EXECUTIVE SUMMARY

KEY INDICATORS FOR MONITORING GL LESOTHO WORK		
	2015 (use 2014 if you do not have 2015 nos)	Target - 2020
Impact level indicators		
SADC Gender and Development Index Score	75%	
Citizen Score Card	70%	
Life time experience of GBV (where applicable)	62%	
Gender Progress Score	62%	
% women in parliament	27%	
% women in local government	49%	
% women sources in the media	20%	
Average Gender and Local Government Score (GLGS)	63%	
Highest GLGS	87%	
Lowest GLGS	48%	
Contribution by councils to COE work as a percentage of overall budget	3 737 261	
Average Gender and Media Score (GMS)	67%	
Highest GMS	86%	
Lowest GMS	56%	
Outreach indicators		
No of local government COEs	40	50
No of GBV survivors trained in entrepreneurship	180	
No of indirect beneficiaries (population covered)	1885152	
No of media COEs	8	
No of participants in events	142	
% men participating in GL events	3767	
No of partner MOU's	9	
Institutional indicators		
No of staff and interns	3	
Average length of service	3.4 years	
Budget	3,431,015	
Operational costs as % of budget	4%	
VFM savings as % of budget	16%	
VFM leveraging as % of budget	86%	

STRATEGIC POSITIONING

Regional context

Gender Links (GL) is a leading gender equality and women's rights research, training and advocacy organisation working across the fifteen countries of the Southern African Development Community. The [Lesotho office](#) was registered in 2011.

GL's envisions a region in which women and men and LGBTI persons are able to participate equally in all aspects of public and private life in accordance with the provisions of the SADC Protocol on Gender and Development. GL is committed to working with partners to promote the equal rights and opportunities for women and girls through a people-centred approach that includes coordinating the work of the Southern African Gender Protocol Alliance formed around the sub-regional instrument that brings together all key African and global commitments for achieving gender equality by 2015, also the target date for MDG 3 (gender equality). The Protocol is being reviewed and aligned to the Sustainable Development Goals (SDGs); the Beijing Plus Twenty review and African Agenda 2063.

GL's annual Barometer measures progress made by governments against the 28 targets of the Protocol. GL integrates the targets of the Protocol into its four core programmes: [governance and economic justice](#), [media](#), [alliance](#) and [justice](#). In addition, the following cross cutting issues are woven into the four core programmes: climate change, economic justice and LGBTI issues. GL also provides the secretariat to the Southern African Gender Protocol Alliance represented in Lesotho by Women in Law Southern Africa (WLSA). The Alliance champions the SADC Gender Protocol that aimed to halve gender violence by 2015. The Protocol is being updated in line with the global Sustainable Development Goals that aim to end GBV by 2030.

Working with partners at local and national levels, GL Lesotho aims to:

- Promote gender equality in and through the media and conduct effective campaigns for ending gender violence, HIV and AIDS, as well as promoting economic and climate justice and LGBTI rights;
- Strengthen policies and action plans to achieve gender responsive local and national governance as women and men are facilitated to engage critically in democratic processes that advance equality and justice.
- Sustainably end GBV and empower women GBV survivors to capably deal with violence and financial improved their lives and livelihood.

The expiry of the first SADC Gender Protocol IN 2015 and emphasis on the post 2015 agenda, parallels the gathering of leaders from around the world for the United Nations General Assembly to adopt the SGDs that will steer the global development agenda for the next 15 years (2015-2030). Following a concerted campaign by activists that the Alliance contributed to, the SDGs include a standalone goal on gender equality that goes well beyond the MDG three goal. The SDGs also have a stronger emphasis on mainstreaming across all goals. The SDG results framework includes 35 gender-specific indicators. This is an opportunity both to influence the global agenda, and to strengthen the SADC Post-2015 agenda

Southern Africa will still confront a myriad of challenges as it attempts to address the needs and aspirations of its 100 million people, 40% of whom live in extreme poverty with per capita incomes ranging from \$256 per annum in Namibia to \$5099 in Mauritius. The greatest challenge of the Southern Africa Development Community (SADC) continues to be the need to build a life for its people free from poverty, disease, human rights abuses, gender

inequality and environmental degradation. The majority of those affected by these conditions are women. Across the globe, there is a consensus that gender equality is integral to economic growth and poverty eradication.

GL coordinates the **Southern African Gender Protocol Alliance**, a coalition of NGO networks that successfully campaigned for the elevation of the SADC Declaration on Gender and Development into a more legally binding Protocol in August 2008 soon after the start of this project. This unique sub-regional instrument brings together all existing commitments to gender equality and sets specific targets, indicators and timeframes for achieving these. Targets of the Protocol to be achieved by 2015 include:

- Achieve gender parity in all areas of decision-making.
- Amend Constitutions to reflect gender equality.
- Halve gender violence.
- Quantify and recognise the unwaged work of women, especially in relation to caring for those living with AIDS.
- Ensure gender equality in and through the media.

Country context

Lesotho is a landlocked country of 30,350 square kilometres with a population of about 2 million. The country is divided into four geographical regions: the mountain region, the foothills region, the lowland region, and the Senqu valley. For administrative purposes, Lesotho is divided into [ten districts](#), each headed by a district administrator. The districts are further subdivided into 80 constituencies, which consist of 11 urban councils 64 [community councils](#) and 1 municipality. Because of the vastness of the Lesotho gender issues and gender initiatives are often only discussed or participated in at the national or district level. The COE process reaches right down to council and community level with sustained “how to” interventions that aim to ensure that gender equality goes beyond mere numbers.



The major towns are Maseru (capital), Maputsoe, Teyateyaneng, Mafeteng, and Hlotse. Since independence in 1966, Lesotho has had a constitutional monarchy system. Lesotho is ruled by a king and governed by a 33-member Senate and a 120-member National Assembly. Following the last general elections held in February 2015, there are now 27 women out of 120 members in the National Assembly (23%), down from 33 in 2012 (28%). Of the 35 cabinet posts, only 23 percent are occupied by women, down from 28 percent in 2012. After the 2005 local government elections, women’s representation went up to 58%, as a result of the 30% legislated quota which GL campaigned for. This quota, that involved reserve seats, should have been applied for three consecutive local government elections. However before the 2010 elections Lesotho abandoned the system of reserved seats and adopted a new, less controversial quota system, based on the Tanzania model. The system involves women and men competing for First Past the Post Seats, with an additional 30% of seats reserved for women allocated on a PR basis. This resulted in a drop of 9% women: from 58% to 49% after the 2011 local government elections – still, however, the highest proportion of women in local government in SADC. The next local government elections in 2016 provide a window for an upscaling of advocacy to ensure 50% women’s representation at the local level, in line with the SADC Protocol on Gender and Development.

Lesotho faces the challenge of high levels of inequality, poverty (especially in the rural areas) and a high level of unemployment (24%). Women are especially vulnerable to unemployment and poverty traps. Although Lesotho has made some efforts to attain gender equity and equality, there are still glaring challenges facing the country.¹ The notable gaps in Lesotho's national legislation pertain to discriminatory traditional and cultural laws and practices of early child marriages, inheritance and succession to chieftainship. A priority in this sector is the adoption of a rights-based approach to gender and development.

GBV presents an ongoing challenges to the goal of gender equality and ensuring women's agency to participate in public and private life. Furthermore, gender inequality and gender-based violence continue to contribute to the escalating spread of HIV in Lesotho. This is compounded by the low socioeconomic status and legal position of women and cultural norms and values. Generally, women are not empowered to make decisions affecting their lives.

In 2013, Lesotho joined five other SADC countries to collaborate on a gender-based violence indicators study. The aim of the study was to establish comprehensive baseline data on extent, response, prevention, and support on GBV. Data from the Lesotho Violence Against Women Baseline Study presents a stark picture as research found that prevalence of the scourge of GBV in Lesotho is high. At least 86% of women in Lesotho have experienced GBV in their lifetime; the highest in the six country study that includes South Africa, Zimbabwe, Zambia, Mauritius and Lesotho. 40% of men admitted to perpetrating VAW at least once in their lifetime.

Despite the multiple laws that provide a policy guide and aim to protect survivors and victims, while providing a basis for corrective action on perpetrators, Lesotho it still faces high levels of GBV. There is a lot of work that remains to be done in regard to the implementation of the legislations aimed to tackle gender based violence. Traditional views on marriage, which dictate that a woman must be (sexually) submissive to her husband, continue to be common in many parts of the world, including in Lesotho. In order for any law to be successfully enforced, society must perceive the acts that it prohibits as abusive. As such, even if a jurisdiction enacts adequate legislation against marital rape, in practice, the justice system and society continue to ignore these laws. There is evidence to show that attitudes, which justify the use of violence or punishment against women, can be associated with a higher risk of VAW. Whether legal or illegal, those looking to prosecute perpetrators of marital rape have seen significant resistance.

The highest forms of violence include economic and psychological abuse that deny women their agency and undermine development. Gender inequality and VAW fuel the levels of HIV and AIDS in Lesotho (among the highest in SADC). Lesotho also has very high prevalence rates of sexual harassment in the workplace, at 63%, and in schools, at 57%.

Lesotho's Legislators have attempted to address sexual harassment through labour laws, penal codes and GBV legislation and policy. These form part of the integrated approach government and NGOs have taken to address the issue, including creating special structures, for example, the Lapeng shelter for GBV survivors and the Child and Gender Protection Unit (CGPU). These initiatives have likely influenced citizen's perceptions in this sector over the past several years. Government has also passed appropriate laws and costed the GBV National Action Plan (2011) which has recently been reviewed to incorporate the findings of the research stud. In addition, the Ministry of Gender, Youth, Sports and

¹ UNDP Lesotho: Bridging the gap in Lesotho.

Recreation (MGYSR), along with NGOs, has been working to fight gender-based violence and come up with strategies and activities, for example, events linked to the 16 Days of Activism.

In an effort to reduce the levels of GBV the Lesotho government developed a National Action Plan to end Gender Based Violence in 2011 and embarked on a pilot project to implement the plan three districts. Since then stakeholders have established GBV networks in 13 councils in three districts. These networks received training in development, supported by the United Nations Population Fund (UNFPA). The training included sessions on women's empowerment, preventing and responding to GBV, and the importance of gender equality. The GBV network project also trained members of the judiciary and the police, focusing on the proper handling of GBV cases and treatment of survivors. Councilors play multiple roles in their communities, so facilitators trained them on various topics as well. Police stations also now have separate GBV report centres known as Child and Gender Units, where officers handle GBV cases confidentially and separately from other case files. In addition, trainers have directed awareness campaigns on GBV at herd boys and men in rural communities. Radio programmes have been one of the most used channels to sensitise communities on GBV.

GL Lesotho has also made impactful contributions towards ending GBV. GL has worked with partners like WLSA Lesotho - the national focal network for the Alliance in Lesotho- to campaign for the [SADC Protocol on Gender and Development](#) that aimed to halve gender violence by 2015. GL Lesotho also works in close collaboration with the MGYSR. GL through the Alliance is now spearheading a campaign for the Post-2015 agenda that includes strengthening the targets. In the past, GL has spearheaded the 50/50 campaign that resulted in Lesotho having a quota for women in local government. As a result, Lesotho is the only country in SADC to have attained gender parity for women at this level. Regretfully, Lesotho has since then seen a regression on these gains. The 2016 elections provide an opportunity to ensure that this level of women's participation is achieved again, and that the new women councillors become active agents of change through sustaining the work of the COEs, including flagship projects to end GBV.

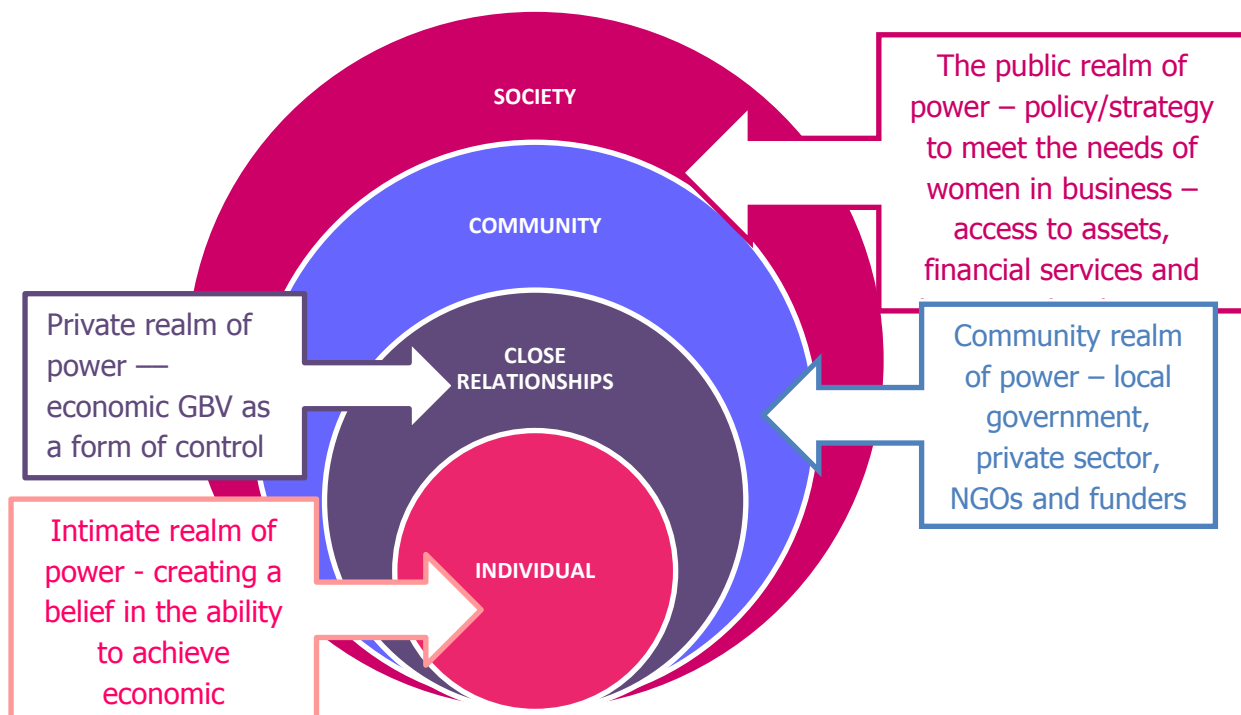
In its media programme, GL is working with MISA Lesotho, which is the coordinating body of all media houses in the country. The COE approach builds on GL experience in working with media houses on developing and implementing gender policies and action plans through a six-stage process. To date nine media houses have become part of the COE process and have completed all stages.

At local level, GL Lesotho has for the past five years been working with 50 local councils (two thirds of the Councils in Lesotho) on a ten stage process to become Centres of Excellence for Gender in Local Government. GL has been working with ten of these councils on entrepreneurship training for survivors of gender violence. During the Sixteen Days of Activism on Gender Violence in 2014, GL Lesotho piloted working with five councils to develop flagship programmes on ending gender violence linked to the findings of the VAW Baseline Study. Highlights of the study have been translated into Sotho.

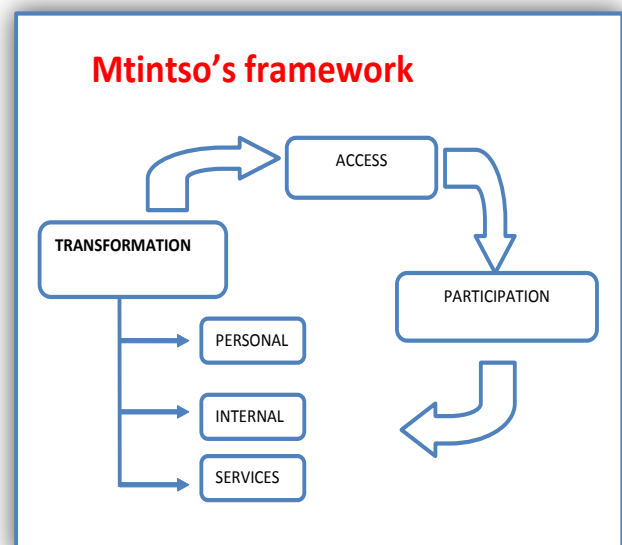
GL's Theory of Change

GL Lesotho's work, and in particular, the achievement of the objective of this action, is rooted in GL's Theory of Change. This posits that of all the sources of inequality and exclusion across the globe, gender is the most cross-cutting. Reinforced in formal and informal ways, gender inequality begins in the home; is perpetuated by the family; schools; work place; community, custom, culture, religion and tradition as well as structures within

society more broadly—the media, new media, popular culture, advertising, laws, law enforcement agencies, the judiciary and others.



In its work on gender and governance, GL makes use of Thenjiwe Mtintso’s access-participation- transformation framework. Mtintso posits that for women to make a difference, they must first have **access** to decision-making positions from which they have been excluded through formal and informal barriers. The project will facilitate capacity building for individuals, community leaders, women and men, boys and girls through policy making and implementation, action planning and on-the-job capacity building. At the local government level, the project will create a concrete link between national policy initiatives and the practical implementation of the strategies to address VAW in communities. Furthermore, this project will considerably add to a body of knowledge on two relatively new and important areas for VAW; the role of local government in promoting sustainable community level initiatives for ending VAW, and the link between economic empowerment and ending VAW.



The cascading of the GBV National Action Plan to the local level will entail the costing of this plan at the level of the local councils. By the monitoring of its implementation, this project will also contribute to the SADC Gender Protocol and SDG target of ending GBV by 2030. This is in line with one of the key aims of the European Instrument for Democracy and Human Rights (EIDHR), namely that: “*parliamentary agreements and government decisions,*

following concerted CSO campaigns, to legislate on gender equality and domestic violence." Working with women councillors, especially after Lesotho's local elections in 2016, will also have the effect of "boosting women's participation in political life," another key aim of the EIDHR.



GL Programmed of Action

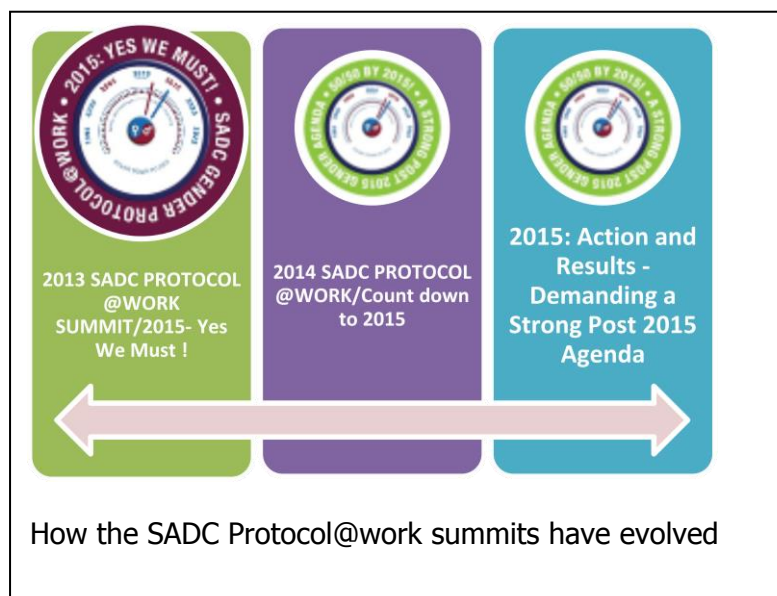
The Alliance

The Southern African Gender Protocol Alliance, or Alliance programme, forms an umbrella to all of GL's programmes connecting the dots from the local to the global level. It includes five projects: research through the annual barometers, the SADC Gender Protocol summits, institutional strengthening, costing and alignment of gender policies and action plans to the SADC Gender Protocol, and the post 2015 agenda. SADC is the only region in the world with a legally binding omnibus instrument for achieving gender equality. Through pushing the boundaries of the Millennium Development Goals (MDGs), and setting targets in such areas as Gender Based Violence and the media, the SADC region is at the forefront of going beyond minimum standards in the post 2015 agenda. However, this one-stop-shop for gender equality expires in 2015, posing the risk of stagnation just as the rest of the world moves forward to adopt the Sustainable Development Goals (SDGs). 2015 is a year to raise the bar for the region beyond minimalism to have a rights based framework that will ensure voice, choice and control for each SADC citizen. It is a year to be game changers on how we conduct advocacy, research and presentation around it. However, it is also a year to look through the gaps so that no one is left behind in this new era. At a time when resources are dwindling and development funds are channelled through governments and the private sector, it is critical for the Alliance network to maintain the web of influence in the region and beyond through innovation and joint ventures for gender equality. Brief description of the target groups, final beneficiaries, needs, constraints and how action will address the needs.

Target groups	Final beneficiaries	Needs	Constraints	How the action will address the needs
Councillors and council officials		Capacity building in gender mainstreaming, gendered service delivery and budgeting.	Councils appreciate the value of the COE process and are eager to roll it out however they lack the necessary skills to influence change. This fund will enable participatory on-site training that will capacitate councils and communities.	Increased capacity to propel change in councils and communities.
Communiti		Changing of	Patriarchy	Gender equality is a

es		attitudes towards gender equality		pre-requisite for social justice and economic development.
----	--	-----------------------------------	--	--

Sharing good practices: From the outset, GL has had a strong focus on gathering and sharing good practises through the SADC Gender Protocol at work summits. In 2013, as the



local level work gained ground, and the Alliance country work strengthened, GL and partners decided to bring the local government and media summits together in one SADC Protocol@Work summit, preceded by twelve country summits.

In 2014, the Alliance cascaded the summits to district level. The summits will continue to provide a learning platform for civil society and citizens through bringing together various networks and championing dialogue between grassroots and policy

makers. As we move forward the summit will be a platform to take forward implementation of the Post – 2015 Protocol from a regional to an international level and use of IT for global reach.

Summits

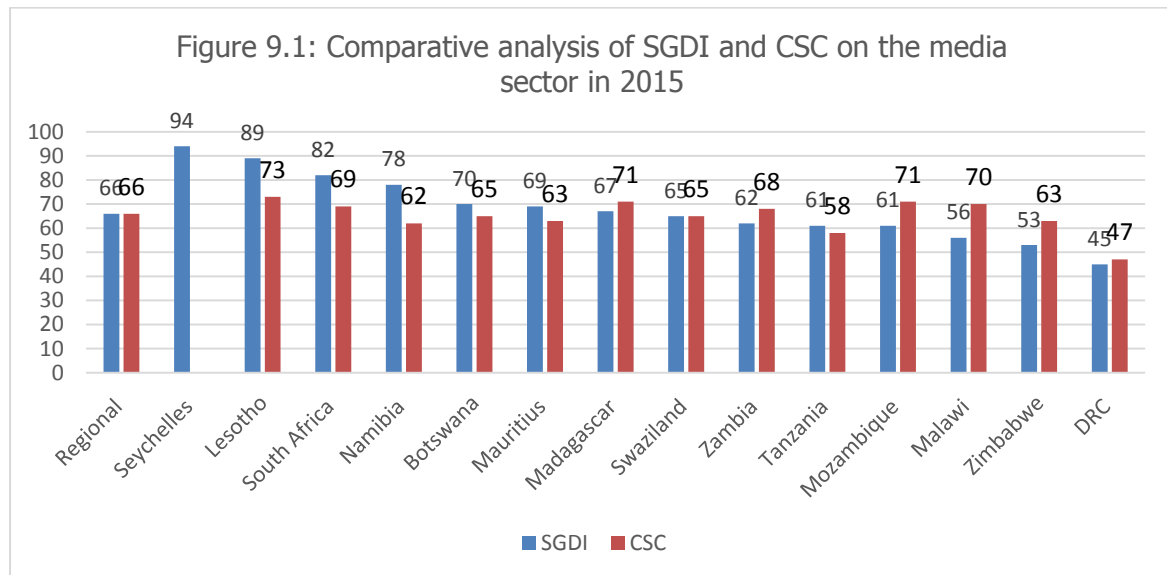
Some results from the National Summit in 2015 reflect the diversity of Protocol@work outcomes.

Theme	Winner
Media-Television	Lucy Borotheo- Lesotho Television
Winner Urban COE Council/Overall COE	Palesa Mokotjo Organisation: Tsana Talana Council
Winner Rural CoE	Malesoli Lesoli Council: Kanana Council
Climate Change and Sustainable Development	Mpho Thaabe Organisation: Young Matshekha
Leadership	Tsepang Mosena Organisation: BAM Group
Gender Based Violence	Roto None Council: SAF AIDS

Media

Media access and the right to communicate are a basic human right, espoused in Article 19 of the Universal Declaration of Human Rights (UDHR) on freedom of expression and access to information. Media access and freedom of expression are therefore enablers of

development goals. The Constitutional guarantee contained in Article 21.1 (a) of the Namibian Constitution gives all Namibians the right to freedom of expression, including freedom of the press and other media. The country boasts a broad cross-section of media with five daily papers, several periodicals, two commercial television stations, one religious television channel and seven commercial radio stations.²



This graph shows the media SGDI and CSC scores that on average are now exactly the same (66%). The media SGDI remains the same as in 2014 as the latest GMPS data will only be available in 2016. Seychelles has the highest score for the SGDI (94%) followed by Lesotho at 89% and South Africa at 82%. Malawi (56%), Zimbabwe (53%) and DRC (45%) are the bottom of the list. The media SGDI is closely linked to media performance with regards to mainstreaming gender in institutional practice. Seychelles and Lesotho recorded the highest number of women sources in the 2010 Gender and Media Progress Study (GMPS). The 2015 GMPS will provide the very latest data on institutional composition, content, journalism and media education.

Lesotho has shown progress measured through the Gender Score Card (GSC). The GSC measures media performance against 20 indicators for gender equality in and through the media. These indicators form the basis of media policies and action plans. At the start of the process, the 108 media houses in 12 SADC countries involved in the COE process scored 57% in 2012. This score increased in 2013 to 63%. South Africa (66% and 75%) scored highest in both years. In 2012 Lesotho (39%) and in 2013 Botswana (47%) scored lowest. In 2015, the GCS averaged 78%, five percentage points higher than the target of 73%. The high GSC is supported by evidence presented at the 2015 SADC Gender Protocol@Work summits, which showed a high degree of gender mainstreaming in media content. Media houses in Lesotho (73%) scored highest and DRC (47%) scored lowest. The upcoming GMPS will provide the necessary updated data on women sources. These results for Lesotho show a very substantial increase in the GSC from 39% in 2012.

Emphasis for the post 2015 agenda

The media programme's future direction is largely informed by the need to consolidate gains made in the last decade. This has been largely through ground breaking research, advocacy, training as well as collaboration through the Gender and Media Diversity Centre. The Global

Alliance on media and gender is key in amplifying GL's media work and well as fostering new and stronger global partnerships.

The programme will also seek to achieve depth rather than breadth during the period under review. The COE process has shown that working systematically with a select target group leads to greater impact.

- **GMPS results advocacy.** Following the ongoing GMPS data collection, the programme will place emphasis on results dissemination and engagement with key stakeholders. These include media houses, editors' forums, media regulators and journalism and media training institutions. GL will conduct launch seminars in all the countries through its advocacy arm, the GMDC.
- **Knowledge exchange through the Gender and Media Summits:** Based on the success and challenges of the SADC Gender summits, the programme will revive the GEM summits which have proved to be an effective knowledge sharing platform specifically targeting the media sector. The GEM summits will bring together media trainers, learners, managers, owners, researchers, journalists, content producers, regulators as well as editors' forums among others.
- **Forging more effective partnerships through the Gender and Media Diversity Centre (GMDC):** With its slogan, 'connecting, collecting and collaborating,' the GMDC will continue to forge partnerships and agreements that will lead to increased knowledge generation and sharing. GL will place more emphasis on creating a community of practice that will largely focus on training and research institutions in SADC and beyond.
- **Global gender and media engagements through GAMAG.** GL will continue its global engagements around gender and media. With another year to go as chair of GAMAG, GL will lead a mapping exercise on GAMAG member activities as well as strengthening GAMAG's plan of action 2016-2020.
- **Strengthening the media training portfolio-working with institutions of higher learning:** With the adoption of the COE model, the media programme has focused more on training for mainstream media personnel. In the next five years, the programme will engage institutions of higher learning more as a way of strengthening the training component of the programme. This will include thematic and periodic workshops for mainstream media.
- **Reaching out to citizens through the media literacy project.** GL will strengthen the media literacy project, which has been the media programme's main interaction with citizens, by working with institutions of higher learning and GEM networks. Work with GEM networks requires capacity building and collaboration at the local level.
- **Explore funding opportunities post DFID PPA phase.** It is essential that the media programme obtains stable funding from a major donor post DFID PPA. Ford Foundation is a potential donor with interest in advancing effective communication on media and LGBTI in Africa. GL will explore possibilities for extending this relationship post current grant.

Governance

Gender Links directed



efforts to implement the Centres of Excellence for Gender mainstreaming in Local Authorities Programme which is focused on on-site capacity building for local government authorities in gender mainstreaming and promoting gender equality. Various programmes have been implemented in order to ensure the increased number of women in politics and 50/50 voluntary quota and Post 2015 instruments have been launched at various Local Authorities and government. In 2009 Gender Links introduced Gender Action Plans in 36 identified Councils. This process includes the collection of best practices on service delivery in Councils with stake holders and partners and empowering women

to take up political positions. It is also used as a platform for survivors of GBV to share and document their experiences.

The programme focuses on the mainstreaming of gender in local government through a unique, UN-acclaimed³ model in which councils go through a ten stage process to become Centres of Excellence for Gender in Local Government, and share good practices at national and regional summits. At local level, GL Lesotho has for the past five years been working with 50 local councils (two thirds of the Councils in Lesotho) on a ten stage process to become Centres of Excellence for Gender in Local Government. GL has been working with ten of these councils on entrepreneurship training for survivors of gender violence. During the Sixteen Days of Activism on Gender Violence in 2014, GL Lesotho piloted working with five councils to develop flagship programmes on ending gender violence linked to the findings of the VAW Baseline Study. Highlights of the study have been translated into Sotho. Based upon GL's Theory of Change, Lesotho aims to achieve the following through GL Lesotho's innovative Centre of Excellence (COE) work with local councils.

The four specific objectives of the action are:

- 1) Popularise the findings of [the Lesotho VAW Baseline Study](#) conducted by Gender Links, the gender ministry and CSO partners against the targets of the SADC Protocol on Gender and Development that is being updated in 2015.
- 2) Strengthen the Lesotho National Action Plan to End Gender Violence through cascading this to 30 councils that have gone through the ten stage [Centres of Excellence for Gender in Local Government \(COE\)](#) process with support from the EU.
- 3) Empower survivors of Gender Based Violence (GBV) with entrepreneurship skills.
- 4) Monitor and evaluate the programme using quantitative and qualitative tools to show change at individual, community and national level.

The COE model provides a "how to" model for gender mainstreaming brings together research, policy, action planning, implementation and on-the-job support. They also strengthen the 50/50 campaign championed by the Women and Law in Southern Africa (WLSA) which is a focal point for the [Southern Africa Gender Protocol Alliance](#) that GL coordinates at regional level. The COE programme also incorporates HIV and AIDS, gender violence and climate change. At regional level, GL receives funding from the EU through a global civil society funding mechanism for its award-winning work on building the Southern African Gender Protocol Alliance.

³ The COE model is one of seven best practices in mainstreaming gender in Africa featured in a compendium of good practice on gender mainstreaming by the UN Economic Commission for Africa.

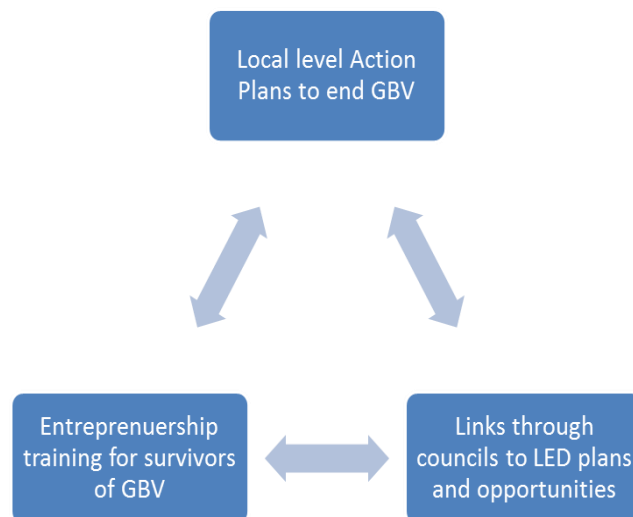
GL will use the results of GBV Baseline study in Lesotho to strengthen GBV action plans in 30 councils that form part of the COE process and builds on the process started with FLOW and EU grants, and strengthened through conducting the GBV research. The COE councils assist in identifying survivors, provide value for money resources such as venues for free and play a pivotal role in providing information and support during the programme. Councils also develop specific projects aimed at ending GBV in their communities and supporting survivors to be self-sustaining and better able to deal with violence in their lives.

Campaigns and Community mobilisation

GL challenges social norms that underpin the high levels of VAW in the SADC region from local to national to global. The best long term strategy for ending GBV is work with individuals, community by community in changing the attitudes, especially of men and boys, and creating enabling environments for women and girls. GL believes that the COE model provides a holistic way of approaching this issue at the local level as it combines campaigns against violence with the empowerment of women.

Strengthening GBV Action plans

GL has developed a unique model of developing skills through evidence based action planning that is accompanied by customized learning tools, as well as on-the-job training and mentorship. This model will be used in several ways in the project: advocacy campaigns around GBV indicators research; refining of Local action plans to end Gender violence by supporting local councilors in the COE process to run sustained prevention campaigns; and developing a customized entrepreneurship programme. GL has completed the 10 stages of the COE process in **50 of the 74** councils in Lesotho. Through this project, GL will promote sustainability by supporting implementation and building the capacity of change agents. The work on VAW builds on GL's ground-breaking VAW indicators study.



The Entrepreneurship Programme

The entrepreneurship training is divided into three (3) phases. The first inception or foundation phase introduces participants to life skills and business planning. Phase two (2) then provides more in depth knowledge and information on growing or starting a business. The participant develops business ideas and plans through these 2 stages with the enhancement of their knowledge through the curriculum. Phase Three (3) further develops agency and tracks progress through one on one assessment of business plans and the introduction of local resources to support the women in gaining further knowledge and opportunities through networking. To date since 2013, Lesotho has trained 171 survivors of GBV through the invaluable support of the Ministry of Gender, which has undertaken to do the training at very little cost to GL. It is the intention in 2016 to start the process of training a further 150 survivors in 10 more COE councils.

COE Strengthening and Cascading Strategy in Lesotho

The COE model, that has the endorsement of UNHABITAT, is a sustained way of ensuring gender responsive service delivery that contributes to poverty reduction, sustainable development, combating HIV and AIDS and reducing the burden of care on women. The key issues to be addressed, and how this will be achieved, is summarised in the table below:

Problem	How addressed	Target Groups
<i>Institutional</i> Local councils need further support in technical capacity and specific skills to prioritise and mainstream gender on the agenda at councils.	The COE initiative takes councils through a process that is incremental; applied; demonstrates results and benefits and is affirmed through the annual Gender Justice and Local Government Summit. This objective of the project is well placed to assist local responses to development challenges as defined by the National Development Plans of Namibia. This objective is also aligned to the principles of Finland's development policy.	<ul style="list-style-type: none"> • 30 current local government councils – as part of the strengthening project. • 20 New local government councils – aimed at cascading the COE process to new councils that have expressed keen interest to be COEs.
<i>Poverty reduction -</i> Women and other vulnerable groups excluded from service delivery	Including local economic development, climate change and sustainable development and unpaid care work into gender action plans that are costed, monitored and evaluated for delivery and impact.	Local councils, local economic development and survivors of GBV.
Insufficient responses to and inadequate services for GBV survivors	The Women economic empowerment programme serves to provide basic entrepreneurial and life skills sets that will equip women GBV survivors to be financially stable and able to care for themselves safely and more sustainably.	COEs as the reference point for identifying survivors Women over the age of 18 who have experienced GBV and are unemployed or self employed

Goals and Objectives

GL Lesotho's goal is to strengthen the COE programme, encourage ownership and sustainability, and promote diversity and the human rights of all people. The objectives of the programme are as follows:

- Strategic support and strengthening of Councils that have developed costed gender and gender based violence (GBV) action plans towards sustainability, continued commitment and increased ownership of the COE process, to innovatively and creatively promote gender mainstreaming in service delivery for all people in the community. The support strategy will be geared towards COE programme and process strengthening, peer learning and robust support in gathering evidence of change within the councils and communities.
- Strengthening existing COEs through training and backstopping
- Cascading the COE programme in 20 more councils. These councils have expressed interest to be COEs. This includes building the capacity of women and men in gender

concepts and mainstreaming to engage critically in democratic processes that advance equality and justice.

- Developing effective campaigns for ending gender violence and HIV and AIDS for women and key populations such as LGBTIQ people. Campaigns will include lobbying against the discrimination of people based on their sexual orientation and gender identity.
- Lobby and advocate issues of LGBTIQ, marginalised and vulnerable persons in country. This is done with Local Authority leaders to ensure policy and structural changes mitigate behavioural and attitudinal changes within council policy making and implementation and within the community.
- Advancing peer learning and sharing.
- Upskilling councils in gathering evidence and documents sharing.

With specific emphasis on:

- Demonstrating that the fight against GBV can be won, through targeted, concerted prevention campaigns that seek to reclaim our society community by community.
- Enhanced gender responsive governance and women's rights through cascading the National Action Plan to End Gender Violence (GBV) to the local level.
- Empowered survivors of GBV through entrepreneurship training and gathering empirical evidence on the link between VAW and economic empowerment.
- Changes in attitudes tracked through the attitudes survey showing that "community by community" the war on gender violence can be won.
- Stronger relations built between government and civil society in the joint implementation of the project, showing the value of co-operation at this level.
- Lesotho persuaded to enact the Domestic Violence Bill that has remained a draft for a long time.

Ownership and impact

The fact that GL seeks sustainability of the project, GL's implementation of the COE programme alone is not feasible. To promote the cascading of gender mainstreaming through the COE process, it is not desirable that GL drives every one of the COE stages. Ownership of the process and implementation driven by key partners and stakeholders in Namibia is paramount. Skills building and transfer are also essential for sustainability as is the interlinking of geographically placed councils for training, support and coaching. Gender mainstreaming needs to also be embedded in all government structures and ministries at local, provincial and national levels. This is a very good model which will help sustain weaker Councils and develop stronger links and support between the councils to undertake the COE work. By having trainers that function within these councils it becomes possible and also easier to sustain the COE activities and hold partners accountable for ensuring the cascading and ownership of the COE process. This is to ensure that capacity is retained at the local level to support local councils in gender mainstreaming work when the project phases out. GL Namibia has done a mapping exercise to group Councils according to their geographical locations. GL Lesotho is currently aiming to strengthen the 30 COEs that have experienced the full cycle of the programme. Ownership of the process and implementation driven by key partners and stakeholders in Lesotho is paramount. Skills building and transfer are also essential for sustainability.

Achievements

These may be summarised as:

- 40 councils have adopted gender policies and shared 87 good practices on gender responsive governance at the national Gender Protocol@work summit and District Level summits in March 2013, 2014 and April 2015. These cover a population of 917

484; approximately half the population of 1,800 000. The COEs include the capital city, Maseru. The COEs cover 10 urban councils and 30 rural councils in all the ten districts of the country.

- 40 councils have gender action plans and are implementing them.
- The first comprehensive Violence against Women Baseline Study, conducted by Gender Links working with the Ministry of Gender and the Bureau of Statistics. As the result of the findings of the study, individual attitude profiles developed for Councils to be used in strengthening GBV action plans.
- Entrepreneurship training for survivors of gender violence linked to the gender action plans of Councils. This next phase of the COE process seeks to test the link between economic empowerment and ending GBV.

- The impacts in the lives of individuals include increased self-worth and assertiveness and increase in leadership skills especially through presentations in summits. The people who attended summits reported improvement in their leadership skills, improvement in communication and presentation skills, peer learning and networking, and gaining more knowledge on the SADC Gender Protocol. These changes are in line with the overall expectation that working with councils will ensure that gender mainstreaming is entrenched in, and enhances service delivery.



- GL saved around M24, 000 annually as a result of contributions made by Councils to the COE process. This programme success is linked to the good political will as a result of excellent working relations between GL and the Ministries of Local Government and Gender.
- Conducted a [Baseline Study on Violence Against Women Prevalence and Attitudes](#) in Lesotho. This 2013 study, conducted by GL in partnership with the Ministry of Gender and Youth, Sports and Recreation (MGYSR) and Bureau of Statistics showed that as many as four out of five women in Lesotho, (the highest in a six-country study) have experienced some form of violence over their lifetime.
- GL worked with partners to develop a draft, costed National Action Plan to End Gender Violence. Among other priorities, the plan identified the urgent need for advocacy on the Lesotho Domestic Violence Bill which has remained a draft since 2000.
- To take forward the stark findings and recommendations of the report, GL has brought together its work on gender responsive local governance and ending GBV, in an innovative project aimed at increased dissemination of findings through robust lobbying and advocacy actions, embedding action plans at local levels and empowering the survivors of VAW with [entrepreneurship skills](#). Piloted in Lesotho and ten other SADC countries, emerging evidence shows the critical link between economic empowerment and ending gender violence.

- The gender score of councils that form part of the COE, measured through the annual Gender in Local Government Score Card, has increased from 44% in 2012 to 63% in 2015 (a 19 percentage point increase).
- Lesotho has hosted successful [District Level and National Gender Justice and Local Government Summits](#) that have shared over 200 good practices in promoting gender justice at the local level.
- Councils are now contributing an equivalent of M 600,000 annually into gender work as a result of the COE work.
- 171 women have completed the three phase life skills and entrepreneurship programme in ten councils. Twenty shared their business plans at the 2015 Lesotho National summit in June 2015.
- Donor confidence has been established with leading donor and funders in Lesotho including the EU, the Ministry of Foreign Affairs of the Netherland's Funding Leadership and Opportunities for Women (FLOW), the Department for International Development (**DFID**).

Partnerships

AREA OF WORK	PARTNER	EXAMPLES OF COLLABORATION	HOW THIS WILL BE BUILT ON
Violence against women Baseline study	MGYSR	MGYSR officials supervised research in all ten Districts of Lesotho. The Ministry also issued a circular to all districts to ensure that the researchers could carry out their duties without hindrance	Review of National Action Plan to end Gender Based Violence to incorporate the findings of the study.
	The Bureau of Statistics(BOS)	The Bureau of Statistics (BOS) in Lesotho provided guidance with the sampling and provision of area maps and quality assurance over data collection.	
	Lesotho Local councils	They assisted in collection of personal accounts of GBV survivors in the VAW Baseline Study.	Advocacy campaigns on the findings of the VAW baseline study Assist councils to draw plans aimed at reducing GBV.
Alliance work	WLSA	WLSA works on the capacity building for women in local government that includes training and partner exchanges. WLSA collaborating with GL embarked on nationwide community meetings to popularise the SADC Gender Protocol and to produce the annual SADC Gender Protocol Barometer	Use the gains made in Phase One, especially Article 17, to make the case for a legislated quota for women in local government in 2016.
Gender and Local Government COE work	Ministry of Local Government and Chieftaincy	Getting buy-in for the COE process. GL has held several meeting with the council secretaries that works on gender budgeting at the local level on synergies between this approach and the COE model	Capacity building for women in local government.
	Ministry of Gender and Youth, Sports	GL Lesotho signed an MOU with the Ministry of Gender and Youth, Sports and Recreation, in 2012 in cascading the COE process.	GL will train members of the two ministries to run the

	and Recreation		COE process in the new councils and backstop work in 50 councils.
--	----------------	--	---

Role and participation of local partners

GL Lesotho will continue working with government, civil society organisations and faith based organisations. These partners have been involved in the first phase of the project which led to the adoption of the national action plan. The process of developing the NAP was collaborative and this initiative will continue in that spirit as the project is taken to the local level. Ultimately it is the responsibility of the government of Lesotho to address GBV, however, it is equally important that civil society organisations hold governments accountable. The local partners that GL will be working with include the following:

- **Government ministries**

The core ministries that GL Lesotho works with are Ministry of Gender and Youth, Sports and Recreation and Ministry of Local Government. GL has successfully drawn up gender action plans with 50 local government councils, through an MOU with the Ministry of Gender and Youth, Sports and Recreation that is implemented through the Principal District Gender Officers in all ten districts of the country. GL Lesotho has trained district gender officers and the gender focal persons to assist in rolling out the COE's to the all the 74 councils of Lesotho.

- **National VAW task team**

GL Lesotho has work with government ministries and civil society organisation to review the NAP in April this year and the outcome was the formation of the task team. This task team is responsible for spearheading the implementation of the NAP in the country.

- **The referral systems for VAW**

GL Lesotho will also work with key officers in the implementing departments including police, health services, social welfare and criminal justice system and civil society organisations.

- **Local councils**

GL will 30 COE local councils in implementing the COE programme. These councils have developed the gender action plans that include a comprehensive local GBV action plan. These plans need to be revisited and reviewed by incorporating the findings of the VAW Baseline study. Other groups that need to be included from the local level include; community based organisations, community media, traditional leaders and other influential actors in local Campaigns initiatives targeted at changing traditional gender norms that condone the use of violence against women.

M and E			
ACTION	What is involved	By who	When
SADC Protocol pack – knowledge and citizen assessment of efficacy	Citizen score card and knowledge quiz, SADC Protocol	Country Manager, M and E Officer	March every year for country and regional barometer (August)
Strengthening COE – Local Government Gender Score Card (GSC)	Councils score themselves against 25 institutional gender indicators and use these to benchmark progress	Country Manager, M and E Officer	Annually in March
Drivers of change profiles; Changing Lives Analysis	Qualitative evidence of impact at individual level	GL Knowledge and Learning Manager; M and E Officer	Ongoing

M and E			
ACTION	What is involved	By who	When
GBV indicators research – Gender Progress Score (GPS)	Local GBV level prevalence and attitude survey	GL GBV indicators manager; Country Manager	Beginning and end of the programme
Gender Empowerment Index	Measuring the agency of women prior to and after entrepreneurship training	Country Manager,	At the beginning and end of the 18 month period
Gathering and disseminating best practices	Annual district, country and regional summit	Governance manager, country staff	March/April every year
COE Learning Paper	Summative paper on all the above	Country Manager	May/June each year
Gender Empowerment Index surveys (GEIs)	Each participant in the entrepreneurship project does a baseline and follow up GEI.		Before and after each council embarks on the programme
I Stories	Each participant in the entrepreneurship project does a baseline and follow up I Story		Before and after each council embarks on the programme

Specific Output, Results and target groups summary table

Overall Objectives	Action/Activity	Target group	Results and how this will improve the situation of the beneficiaries	Technical and management capacities of the target group
<p>Popularise the findings of the <u>Lesotho VAW Baseline Study</u> conducted by Gender Links, the Gender Ministry and CSO partners against the targets of the SADC Protocol on Gender and Development that is being updated in 2015.</p>	<p>Develop multi-media products using the Sotho pamphlet of the VAW Baseline study including radio spots with GL's media COE's; organise community dialogues and drama through the 30 councils. Distribute 1000 Sesotho pamphlets in 30 councils; ie 30,000 pamphlets</p>	<p>Men and women, boys and girls in the 30 councils (1000 for each council). 30,000 citizens receive the Sotho pamphlet on the findings of the VAW Baseline study.</p>	<p>Local councils and communities' reduce the levels of and change attitudes towards GBV through a concerted campaign to end GBV. Increased reporting of GBV cases because people will have more knowledge about GBV The change in attitude will be assessed by using attitudes surveys administered at the beginning and at the end of the project.</p>	<p>Councils have all received in-depth training on developing service delivery frameworks and action plans. Further training is needed to address socio-culturally sensitive issues that affect community people and forge ways of including these in action plans. Councils have received training in planning for campaigns, designing advocacy and lobbying campaigns for specific gender issues. They also have experience designing slogans and press statement as lobbying tools.</p>
<p>Develop GBV action plans of 30 councils that have gone through the ten stage Centres of Excellence for Gender in Local Government (COE) process.</p>	<p>GL Lesotho in partnership with the Principal District Gender Officers to hold meetings with council officials to develop GBV action plans aligning them to the results of the Baseline Study.</p>	<p>Local councillors and Council officials in the 30 councils</p>	<p>The results from the GBV Indicators research are integrated into the action plans of 30 Local levels and guides implementation of the plans. In line with strengthening the economic justice aspect of GL Lesotho's work and the facilitation of post 2015 agenda which acknowledges the need for economic justice as a priority.</p>	<p>Councils have all received in-depth training on developing service delivery frameworks and action plans</p>
<p>Empower survivors of GBV with <u>entrepreneurship</u></p>	<p>Train 15 women survivors in 30 councils in business and life skills; link them to</p>	<p>15 women x 30 councils = 450 women GBV</p>	<p>Up to 450 women GBV survivors in 10 councils will be trained in life and entrepreneurship skills as the</p>	<p>The women will be provided with technical and life skills training in women economic empowerment</p>

Overall Objectives	Action/Activity	Target group	Results and how this will improve the situation of the beneficiaries	Technical and management capacities of the target group
skills.	local economic development opportunities	survivors keen to learn and develop their life skills to combat GBV and its impact in their lives.	basis for developing economic independence through enhanced confidence, agency and basic business management skills. This will provide the impetus for enterprise development as one of the options for achieving financial self-sufficiency as tool for change. Those women whose business ideas are assessed as potentially viable will be introduced to potential sources of mentorship and financial opportunities to help to sustain their business aspirations. The impact of the programme will be measured through the facilitation of personal experiences of GBV (I stories) and Gender Empowerment Index surveys (GEIs) before the women are trained as baseline and post training to measure change.	through the entrepreneurial skills training. They expressed interest to be part of the project.
Monitor and evaluate the programme using quantitative and qualitative tools to show change at individual, community and national level.	Qualitative and quantitative measurement and analysis of progress in local government using Gender Score Cards; the Gender Empowerment index; personal accounts of abuse (I stories) and	900 I stories and GEIs administered; 450 at the beginning and 450 at the end. 24,000 attitudes surveys	Changed attitudes towards gender equality and gender based violence	Councils have expressed their interest by buying in into the COE process. They have all undergone the 10 stages of the COE process.

Overall Objectives	Action/Activity	Target group	Results and how this will improve the situation of the beneficiaries	Technical and management capacities of the target group
	attitudes surveys.	administered; 12, 000 at the beginning and 12, 000 at the end. 60 Drivers of Change (2 per council) individual case studies; 30 institutional case studies.		

RESULTS FOR CHANGE

GL employs a set of Monitoring and evaluation processes for all its programmes including the COE. These processes begin with the administration of gender score cards by participants and GL, to be re-administered after the process has run its course. In the case of the COEs, GL is aligning several of its programmes and focusing these on specific localities, working to ensure greater synergy as well as greater impact.

M and E for the COE programme			
ACTION	What is involved	By who	When
SADC Protocol pack – knowledge and citizen assessment of efficacy	Citizen score card and knowledge quiz, SADC Protocol	Country Manager, M and E Officer	March every year for country and regional barometer (August)
COE verification – Gender Score Card (GSC)	Councils score themselves against 25 institutional gender indicators and use these to benchmark progress	Country Manager, M and E Officer	Annually in March
Drivers of change profiles; Changing Lives Analysis	Qualitative evidence of impact at individual level	M and E Officer	Ongoing
GBV indicators research – Gender Progress Score (GPS)	Local GBV level prevalence and attitude survey	GL Country Consultant, Country Manager	Beginning and end of the programme
Gathering and disseminating best practices	Annual district, country and regional summit	Governance manager, country staff	March/April every year
COE Learning Paper	Summative paper on all the above	Country Manager	May/June each year
Gender Empowerment Index	Quantitative evidence of attitudes and understanding of gender relations, GBV and economic standing of women who have survived GBV.	Country consultant, Intern.	Before and after entrepreneurship training.
I stories	These are personal accounts of GBV (qualitative research)	Consultants, interns.	Before and after entrepreneurship training.

Lessons learnt

- Addressing deep seated patriarchal attitudes and gender gaps requires integrated, holistic and concerted campaigns, especially at the local level. This programme builds on pilot work in Lesotho showing that change is possible, if approached through sustained, long term partnerships.
- The COE model strengthens gender responsive governance and has helped to ensure that the high percentage of women in local government in Lesotho is used to

enhance gender equality at the local level. It is fortuitous that this programme comes on the back of the 2016 elections. While the quota guarantees women’s political participation

- Strong partnerships with the gender ministry and local government result in shared loads, value for money, and enhanced impact. GL will continue to work closely with these partners.
- The COE model needs to be constantly reinforced through programmatic work that delivers tangible results such as the entrepreneurship training. GL will triple the number of women involved in the project – from 150 to a further 450 (600 in total).
- Long term solutions to GBV must take account of the need to empower women to reclaim their lives and enhance agency.
- Expanding the programme will need to include to the growing body of knowledge in Lesotho and in the SADC region on the link between economic empowerment and ending GBV.

Strategic thrust 2016-2020

GL Lesotho Programme focus 2016-2020		
Alliance	Governance and economic justice	Media
<ul style="list-style-type: none"> • Strengthen the work of the Alliance • Continue to raise awareness of the Post-2015 SADC Gender agenda • Measure progress towards the SADC Protocol on Gender and Development and SDG 5 through research and publication of the Annual Barometer. • Hold district and national SADC Gender Protocol@Work summits to gather and share good practices. 	<ul style="list-style-type: none"> • Strengthen gendered mainstreaming networks in the private sector. • Train prospective women councillors for the 2016 local government elections. • Cascade COE’s to the remaining local authorities through collaboration with the gender ministry and capacity building of gender champions and focal persons in the programme. • Ensure that budgets are reflective of people's needs and priorities through costed gender and GBV action plans in all local councils. • Monitor and evaluate inputs against outcomes and impact using qualitative and quantitative methods. • Promote knowledge dissemination, networking and structuring of networks through summits, Regional Gender Fora, twinned councils, exchange visits and a community of practice for promoting gender mainstreaming. • Campaign for the adoption of updated Local and National Action Plan for ending gender-based violence in all COEs; which include efforts to address economic justice. • Raising support and funding for the roll out of the COE’s to a further 20 councils 	<ul style="list-style-type: none"> • Promote gender equality in and through the media and conduct effective campaigns for ending gender violence, HIV and AIDS, as well as promoting economic and climate justice and LGBTI rights

	<ul style="list-style-type: none"> • Hold district and national Gender Protocol@work Summits annually. • Cascade the entrepreneurship programme to all COES and concretise post training arrangements and pledges to support the women. • Launch GBV study 	
<p style="text-align: center;">GL Lesotho Institutional Priorities 2016-2010</p> <ul style="list-style-type: none"> • Continue to raise funds to maintain the programme • Promote sustainability and ownership of the COE councils to maintain the COE programme 		

Performance of councils

2010/2011 (Baseline year) to 2015 scores List of COE Council and Gender Score Card progress scores (Baseline year) to 2015 scores)

COE Councils	Baseline Scores	Progress Scores (2015)	Variance
SANQEBETHU	37%	62%	25%
LIKILA	38%	67%	29%
SENEKANE	38%	55%	17%
MAKHOARANE	41%	55%	14%
RAMAPEPE	42%	76%	34%
TSANA-TALANA	46%	85%	39%
MASHALENG	46%	67%	24%
QOMO-QOMONG	30%	45%	15%
TSOELIKANA	40%	61%	21%
THABA-TSEKA URBAN	35%	58%	23%
MOKHOTLONG URBAN	46%	65%	19%
TSA-LE-MOLEKA	57%	67%	10%
MAOA-MAFUBELU	54%	69%	15%
KANANA	36%	72%	36%
MOHLAKENG	45%	57%	12%
MAMANTS'O	47%	72%	25%
SILOE	44%	64%	20%
QUTHING URBAN	47%	63%	16%
QACHAS' NEK URBAN	48%	66%	18%
LITSOETSE	44%	64%	20%
QANYA	39%	53%	14%
TOSING	45%	51%	6%
MOHALE'S HOEK	41%	66%	25%
MAFETENG	43%	82%	39%
MAZENOD	53%	67%	14%
BEREA	39%	46%	7%
HLOTSE	45%	72%	27%
BOTHA BOTHE	48%	68%	20%
SEATE	44%	61%	17%
BOKONG	34%	44%	10%
MAPOTENG	46%	66%	20%
SEPHOKONG	47%	55%	8%
NTSUPE	44%	61%	21%
TENESOLO	41%	57%	16%
MPHAKI	49%	59%	10%
MAKOABATING	42%	60%	18%

These scores are based on 25 indicators of gender responsive governance. They reflect women's increased representation, participation, and access to resources and services as a result of the COE process.

Gender in council budgets:

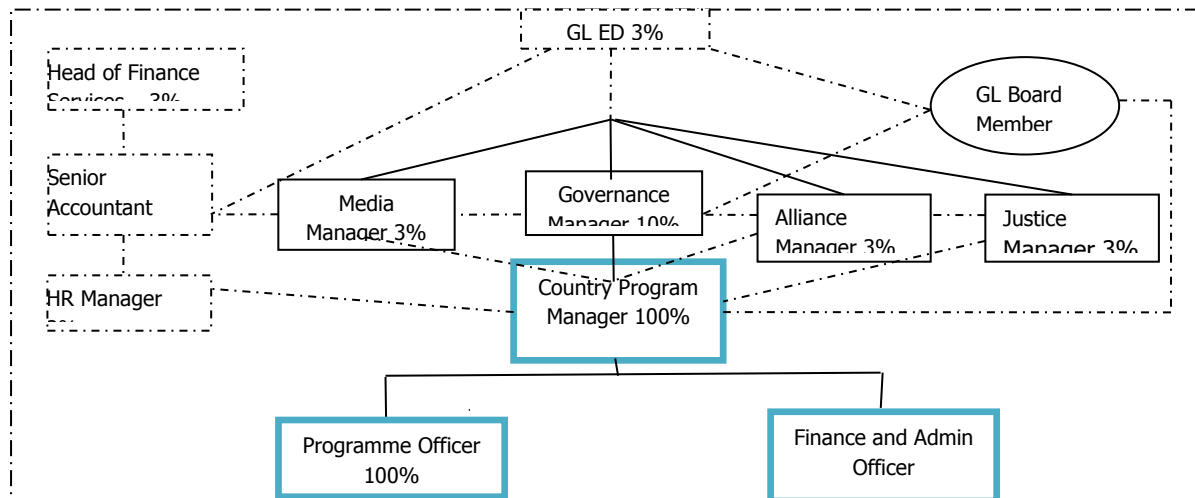
2014	Rand
Gender specific allocation	R 1, 597, 000.00
Gender in mainstream projects	R301, 500.00
In kind contribution	R24, 000.00
Funds raised for gender work	R1, 193, 000.00
Total = A	R3, 115, 000.00
Total spent by GL on the project in 2014 =B	R3, 659, 455.00
% council contribution to the COE process = (A/B) %	85%

Summary of proposed GL Lesotho COE roll out strategy.

DISTRICT	Current COEs			Proposed COEs			% COE by 2016
	URBAN	RURAL	TOTAL COE	URBAN	RURAL	TOTAL COUNCILS	
Mokhotlong	1	3	4	0	1	5	80%
Botha Bothe	1	3	4	0	1	5	80%
Leribe	1	7	8	1	4	13	62%
Berea	1	6	7	0	4	9	64%
Maseru	1	4	5	1	5	11	45%
Mafeteng	1	4	5	0	4	9	56%
Mohale's Hoek	1	4	5	0	3	8	63%
Quthing	1	3	4	0	2	6	67%
Qacha's Nek	1	3	4	0	0	4	100%
TOTAL						70	

INSTITUTIONAL EFFECTIVENESS

The organisational structure for GL Lesotho Office is summarised in the Figure below



Country Programme Manager (CPM): The country programme manager will report to the Governance

Programme Manager based in Johannesburg. The manager will provide overall leadership to the project and represent GL with donors in Lesotho. The coordinator is responsible for the entire project implementation, ensuring that all activities are implemented according to the work plan and budget; budget oversight and budget tracking; preparing narrative and financial reports; ensure donor compliance; lead and coordinate project reviews and evaluations; liaison and cooperation with partners; maintain relations at district, local council level, etc.

Country finance and admin officer: Their main role shall be to ensure that all the EU financial procedures together with those of Gender Links are followed. They will also be responsible for the administering of all financial transactions using the appropriate budget lines as per activity under the supervision of the country manager.

Country Programme officer: The role of the country programme officer is to assist the Country manager in the project implementation. The programme officer will also be responsible for Monitoring and Evaluation of the project.

Financial Management

The funds from EU shall be managed by GL Country Manager in Lesotho. A schedule of individual donor reports (financial and narrative) will be available at all times. The Pastel Evolution financial system GL uses allows for printouts of expenditure against budget at any time. GL keeps detailed and up to date records that are available for inspection at any time and that have passed the stringent tests of auditors.

Headquarter oversight

The Executive Director of Gender Links will provide strategic leadership and guidance to the programme through the GL Gender and Governance Programme Manager. The Head of Finance and Senior Accountant shall oversee donor accounting, reporting and adherence to rigorous financial accountability.

Equipment, materials, and supplies

Developing GBV action plan and empowering survivors of GBV in the 30 councils in all 10 districts of Lesotho requires that GL's Field Office be upgraded with the necessary infrastructure, equipment and human resources to cope with the expanding work. GL Lesotho rents office space in the city centre which is easily accessible by project partners and stakeholders. It also has a vehicle that was provided in the first phase of the project by the European Union Lesotho.

The office is supported by GL head office through the governance manager, regional finance officer, Director of Operations, Head of Finance and IT and the Chief Executive Officer. Their respective time inputs are illustrated in the organisational chart. Staff *not* in the chart who support GL's other programme work in Namibia include an intern and the outsourcing of facilitation when appropriate.

Risk analysis

Risks and risk mitigation

RISKS	MITIGATION
EXTERNAL	
Due to economic constraints the country is facing, councils may not fully implement their action plans.	GL, in partnership with MGYSR, to strengthen Gender Responsive Budgeting in the backstopping of the COE process. Engaging the Ministry of Local government in the gender responsive budgeting process.
Lack of buy- in and support by politicians and council administration for process	GL is working in partnership with key ministries (gender and local government) and as such has high level political buy in of the programme Provide councils with context related evidence (research) as to why it is important for them to take up issues of gender mainstreaming. Use the current MOU with the MGYSR to show councils the importance of the process to their government
Staff turnover in councils especially for trained gender focal persons. In most cases the progress of the gender mainstreaming process is determined by the interest of the gender focal person and the gender champion and if they leave the particular council there is a disruption in programming	Encourage strengthening of gender committees within councils to ensure continuity. Cover all councils to become part of the COE so that the staff transferred can possess necessary skills to carry the COE work in new councils.
Councillors are paid small stipends. Often councillors cannot afford to travel to workshops and then organisations have to pay allowances for them to participate. This can put strain on the project budget if not addressed early	Engage councils around arranging possible accommodation close by the workshop venue Engage government departments who have government vehicles to assist in transporting participants to workshop venues.
INTERNAL	
Inadequate staffing of the GL Office: Although GL staff have managed to balance setting up of the office and the complex work of the COE process and GBV indicators study this has been huge in terms of workload on the existing staff. GL Lesotho has skeletal staff but these work with and through partnerships with ministries, councils, etc.	This proposal includes two additional programme staff to be deployed to locations in central and south Zimbabwe, rather than based at head office, to strengthen capacity GL capacity and provide more support in-country. GL Lesotho needs to employ more staff in light of the magnitude of the COE process. Go into strategic partnerships and joint ventures with other NGOs.

Sustainability post 2015

Programme

Key sustainability measures may be summarised as:

- Working with and building the capacity of the existing and new COEs.
- Implementation of the cascading and “hub” concepts
- Strengthening the existing, and training new Gender Focal Persons and Champions in all active COE’s; training gender and local government officials in the COE process, and backstopping them in running this process in 36 councils.
- Ensuring the Councils contribute at least 10% of the direct costs for the COEs.
- Fostering a culture of peer learning and sharing as well as twinning through the new District Level Summits.
- Enriching and enhancing the framework for gender responsive governance provided by the COE model through flagship projects for ending gender violence and entrepreneurship training. This requires effort in terms of mobilising in kind resources to support the survivors in the post training period.
- Continuing to nurture high level, multi-party political support for the programme from the parent ministries, local government associations, the Alliance and civil society partners.

Funding

Lesotho has been able to maintain operations through the generosity national and local government support and donors. Ongoing funding proposals need to be submitted wherever possible and the funding base needs to be diversified to include the private sector which should be approached.

Diversification

Annex A: Local Government Beneficiary analysis

Councils	% of Women Councillors	% of Men Councillors	% of Women in Management	% of Men in Management	% of Women Staff	% of Men Staff
HLOTSE	46	54	67.7	32.3	54	46
KANANA	50	50	100	0	75	25
MAPOTENG	47	53	66	34	47	53
MAMANTSO	38	62	63	37	53.6	46.4
MOHALE'S HOEK	50	50	57	43	55	45
MOKHOTLONG	30	70	71	29	77	23
RAMAPEPE	48	52	67	33	56	44
TSANA-TALANA	38	62	50	50	77	23
BEREA	29	71	50	50	45	55
BOKONG	46	54	25	75	50	50
BOTHA-BOTHE	30	70	43	57	60	40
LIKILA	36	64	50	50	44.4	55.6
LITSOETSOE	41	59	50	50	30	70
MOOA-MAFUBELU	52	48	33	67	50	50
SEATE	48	52	100	0	60	40
TSA-LE-MOLEKA	47	53	75	25	50	50
SANQEBETU	60	40	0	100	27	73
SENEKANE	46	54	100	0	68	32
MAFETENG	47	53	66	34	47	53
MAKHOARANE	38.5	61.5	50	50	71.4	28.6
MAKOABATING	30	70	67	33	40	60
MASHALENG	38.5	61.5	60	40	57	43
MAZENOD	45.5	54.5	50	50	42.8	57.2
MOHLAKENG	43	57	33	67	71	29
MPHAKI	44	56	25	75	73	27
NTSUPE	48.3	51.7	10	90	51.6	48.4
QACHA'S NEK	50	50	60	40	68.8	31.2
QANYA	54	46	50	50	57	43
QOMO-QOMONG	18.2	81.8	0	100	14	86
QUTHING	57	43	50	50	42	58
SILOE	47	53	40	60	63	37
TOSING	56	44	57.1	42.9	55	45
TSOELIKANE	70.4	29.6	50	50	60	40
SEPHOKONG	52.4	47.6	50	50	50	50
TENESOLO	70	30	0	100	36	64
HLEOHENG	38.5	61.5	50	50	42.8	57.1
KOENENG	29.4	70.6	0	100	50	50
LILALA	46.7	53.3	100	0	57.1	42.9
MAISA-PHOKA	38.5	61.5	50	50	42.8	57.1
MANKA	42.1	57.9	0	100	33.3	66.7
MOTANASELA	55.6	44.4	100	0	37.5	62.5
PHUTHIATSANA	60	40	0	100	28.6	71.4

QIBING	45.5	54.5	50	50	57.1	42.9
THABA MOKHELE	60	40	100	0	63.6	36.4
TSOILI-TSOILI	58.8	41.2	50	50	50	50

NB:

1. Red= existing council; Blue= New Councils
2. Direct beneficiaries= Councillors and staff.
3. Indirect beneficiaries= Population served by these councils.

GL Lesotho SWOT 2015

	Strengths	Challenges	Opportunities	Actions
EXTERNAL				
Political environment	The stable political environment where NGO operate freely	Change in government affects the operations of GL as administration changes	Greater possibility of having MOU with different government ministries	Have written MOUs with all government ministries that GL works with
Economic environment	High rate of sustainability as the programmes are owned by councils	Lack of gender responsive budgeting within the councils	There is a possibility for councils to source outside funds for their projects	Engage councils with the means of fund raising
GL Programmes				
Alliance	Ability to form active networks	Willingness of alliance networks to participate to GL work	Possibility of engaging more organisations as alliance networks	Hold meeting with other organisations working on gender issues and lobby for their support.
Media	Media house staff's willingness to work with GL	Lack of buying from management	Media is one area where gender mainstreaming is essential	Improve the programme to increase the number of media houses that can join the programme
Governance – 50/50	High proportion of women councillors at 49%	Possibility of quotas being retracted	Availability of legislated quota	Hold workshops for women to encourage them to stand for elections
Gender and local government COEs	Willingness of councils to be part of the COE process	Lack of funds for implementing Gender and GBV action plans	Councils that are part of the process can mentor new ones	Introduce the mentoring system into the programme
Justice				
Entrepreneurship	Easy to find participants to the programme using COE	High rate of drop out from the programme	High possibility of getting funding for the project	Approach the private sector for the project funding

Partnerships	Availability of sustainable partnerships	GL offices has few staff and attending to partners events is often a challenge and that may compromise partnerships	High possibility of having new partnerships	Increase the number of organisations to enter into partnership with
Results for Change				
INTERNAL				
Corporate governance	Governed by the board members from different countries and fields and they bring their expertise	Sometimes it is difficult to dedicate time to GL work as they have other engagements	Having board members in many countries makes it easy for GL to operate within those countries	Organise regular board meetings to increase commitment of board members
Finance	High possibility of funding because of diverse programmes offered by GL	Too much dependency on Donor funding places uncertainty	More possibilities for diversification	Look into new programmes that GL can venture into
Human resources	GL has few staff members in country but there is a high rate of assistance received from HQ	High staff turnover	Smooth take over because of systems put in place	Employ more staff and enter into strategic partnerships
Offices	GL offices provide a hub of information that is useful for many people	Small office space	There is high possibility of increasing office space	Look for places where there is more space at affordable cost
IT	IT systems used for profiling GL work and operations. Eg Pastel, intranet and cloud services	The effectiveness of the systems may be prohibited by poor connectivity	Possibility to introduce new IT systems	Upgrade the internet connectivity in the office

Annex C: INTERVENTION LOGIC

GOAL					
To contribute to the attainment of gender equality and ending of gender violence in Lesotho in accordance with the provisions of the Post-2015 SADC Protocol on Gender and Development.					
SPECIFIC OBJECTIVES					
1. To increase women's effective participation in local government through a campaign for a legislated quota in local government		2. To enhance gender responsive governance through Centres of Excellence for Gender in Local Government in two thirds of Lesotho's urban and rural councils.		3. To reduce GBV in communities through the implementation of local action plans and training survivors of GBV in entrepreneurship skills.	4. To promote gender equality in and through the media
OUTCOMES					
1. A legislated quota for women in local government through the 50/50 campaign ahead of the 2016 elections.	2. Women's effective participation enhanced through lobbying and advocacy on leadership and gender analysis skills.	3. Gender responsive governance and accountability enhanced through over two-thirds of Lesotho's councils becoming Centres of Excellence for Gender in Local Government.	4. Sustainability enhanced through capacity building of Gender Focal Points within the Councils backstopping of the process to the gender and local government ministries.	5. The National Action Plan to End Violence against Women is cascaded to local level through 30 COE's that cost these plans as part of a Gender Responsive Budgeting strategy.	6. Gender is mainstreamed in media training institutions and the proportion of women sources in the media increases by 50 %.
OUTPUTS					
1.1 Records of 50/50 campaigns and their impact in 50 councils.	2.1 318 WLGF members trained in lobbying and advocacy.	3.1 3 19 new councils go through to stage 1-10 of the COE process; 69	4.1 69 GFP plus 69 officials from councils and Ministry of Gender trained, at least 50% men.	5.1 69 costed local gender action plans responding to findings of VAW Baseline Study.	
1.2 Records of MGYSR strategy and lobbying meetings.	2.2 100 x Drivers of Change profiles	3.2 69 x Gender Score Cards and learning paper each year.	4.2 Manual and action plan for backstopping of COE process by ministries.	5.2 24,000 attitude surveys administered at beginning and end of the programme.	

1.3 Amendment to Electoral Act	2.3 100 x Gender Aware Leadership Scores	3.3 6 district and 2 national summits x 600 pp; 200 case studies		5.3	
--------------------------------	--	--	--	-----	--

