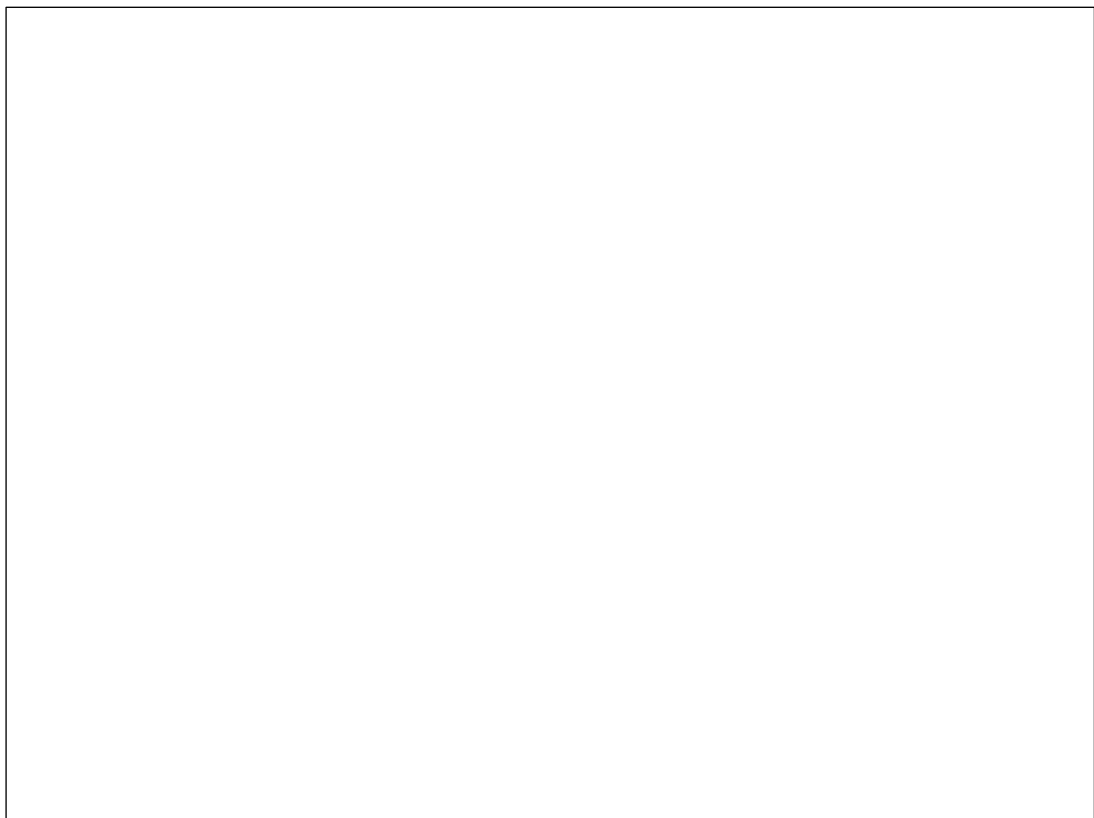




## **GL South Africa Strategy 2016 -2020**



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## EXECUTIVE SUMMARY

<b>KEY INDICATORS FOR MONITORING GL SOUTH AFRICA WORK</b>		
	2015	Target - 2020
<b>Impact level indicators</b>		
SADC Gender and Development Index Score	79%	90%
Citizen Score Card	62%	80%
Life time experience of GBV (where applicable)	49% women (40% men admit to perpetrating GBV).	
Gender Progress Score	71%	90%
% women in parliament	40%	50%
% women in local government	38%	50%
% women sources in the media	21%	40%
<b>Outcome level indicators</b>		
Average Gender and Local Government Score (GLGS)	71%	95%
Highest GLGS	81%	90%
Lowest GLGS	64%	70%
Contribution by councils to COE work as a percentage of overall budget	R1 218 750	R 2 019 955
Average Gender and Media Score (GMS)	78%	88%
Highest GMS	95%	98%
Lowest GMS	77%	90%
<b>Outreach indicators</b>		
No of local government COEs	17	50
No of GBV survivors trained in entrepreneurship	471	1500
No of indirect beneficiaries (population covered)	5 311 712	11 200 422
No of media COEs	15	30
No of participants in events	97	200
% men participating in GL events	30%	50%
No of partner MOU's	1	3
<b>Institutional indicators</b>		
No of staff and interns	39	
Average length of service	4yrs	
Budget	R4 173 998	
Operational costs as % of budget		
VFM savings as % of budget	9%	
VFM leveraging as % of budget	0%	

This strategy concerns GL's operations in South Africa over the next five years. Gender Links (GL) is a Southern African NGO founded in 2001 that envisions a region in which women and men are able to participate equally in all aspects of public and private life in accordance with the provisions of the Southern African Development Community (SADC) Protocol on Gender and Development adopted in August 2008. GL mainstreams these targets in its core media, justice and governance programmes. GL coordinates the Southern African Gender Protocol Alliance that campaigned for the adoption, and implementation of the Protocol. The Alliance is currently leading a campaign for the review of the SADC Gender Protocol in line with the Sustainable development Goals.

GL in partnership with the Medical Research Council, (MRC), various CSO's, and NGO's conducted the War at Home South Africa GBV Prevalence Study, in four provinces of South Africa, funded by Irish Aid, UNWomen and UK Aid. The studies found that 77% women in Limpopo, 51 % women in Gauteng, 45% women in the Western Cape and 36% women in KZN experienced violence at least once in their lifetime. Between 41% men (KZN) to 76% men (Gauteng) admitted to perpetrating GBV against women in their lifetime. The highest form of violence included emotional and economic abuse that deny women agency and undermine development. The study has been launched in the four provinces in which the research was conducted, with further engagements planned to ensure that provinces are also able to take stock and accountability of their provincial results.

In South Africa 25 Councils have been part of the Centres of Excellence in Local Government (COE) since the inception of the programme with some withdrawals; leaving 17 currently active COE councils. The councils are located in three provinces, namely the Western Cape, Limpopo and Gauteng these councils are in both rural and urban settings.

UNWomen Fund for Gender Equality (FGE) grant has assisted with the cascading and funding of the COE process as well as the economic empowerment of women survivors of gender based violence (GBV).

The Grant from FOKUS covered the Entrepreneurship training, the aim of the project targets one of the most vulnerable groups of women; survivors of GBV. The main aim of the project has been to impact and change the lives of these women through exposure to life skills and entrepreneurship development skills and backstopping.

South Africa has two of the top performing COE councils which have implemented and adopted gender mainstreaming initiatives effectively within their councils. Capricorn District Municipality based in Limpopo has been the overall Winner of Best Performing Urban council at the Regional Summit from 2012- 2013. At the Regional Summit in 2014 MosselBay Municipality based in the Western Cape, won the overall Best Performing Rural Council. The COE process in South Africa has been well received and implemented well in most of the councils, the process has received support and buy in from Executive Management of the councils. In some councils the COE process is championed politically by the Head of the Council e.g. Mayor.

The aim of this strategy is to strengthen the existing COEs and cascade the programme to a further 50 councils by 2020. GL will continue to work through local government, and will seek further partnership with the Department of Cooperative Governance (COGTA)

The strategy should be read in conjunction with the (see beneficiary analysis at **Annex A**) SWOT analysis at **Annex B**, and the intervention logic at **Annex C**. The graphic illustrates the key programme and institutional thrusts.

## STRATEGIC POSITIONING

### Regional context

Southern Africa must 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 Mozambique 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.

The SADC Protocol on Gender and Development (SGP) provides “a roadmap to equality” for SADC member states. By implementing strategies to achieve the 28 targets in the SGP governments are increasing women’s equal access to opportunities.

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.

As the SADC Gender Protocol targets are reviewed in line with the Sustainable Development Goals that contain over thirty gender targets and indicators, it is likely that the targets will be maintained, but timelines shifted to 2030. National government works at a policy level to achieve gender equality, while local government delivers services and has the most impact on people’s daily lives. GL’s Programme of Action seeks to make the links between these levels – from local to national to in line with its Theory of Change.

### Country context

**South Africa**, officially the **Republic of South Africa**, is the southernmost country in Africa. It is bound on the south by 2,798 kilometers of coastline stretching along the South Atlantic and Indian Oceans, on the north by the neighbouring countries of Namibia, Botswana and Zimbabwe, and on the east by Mozambique and Swaziland, and surrounding the kingdom of Lesotho. South Africa is the 25th-largest country in the world by land area, and with close to 53 million people, is the world's 24th-most populous nation. South Africa became a post-colonial democracy in 1994 and has stable political system. South Africa officially recognizes 11 languages in the country. It is ranked as an upper-middle income economy by the World Bank. The economy is the second-largest in Africa, and the 34th-

largest in the world. In terms of purchasing power parity, South Africa has the seventh-highest per capita income in Africa. However, poverty and inequality remain widespread, with about a quarter of the population unemployed and living on less than US\$1.25 a day.

South Africa is a constitutional democracy with a three-tier system of government and an independent judiciary. The national, provincial and local levels of government all have legislative and executive authority in their own spheres, and are defined in the Constitution as "distinctive, interdependent and interrelated". Operating at both national and provincial levels are advisory bodies drawn from South Africa's traditional leaders. It is a stated intention in the Constitution that the country be run on a system of co-operative governance. Parliament Legislative authority is vested in Parliament, which is situated in Cape Town and consists of two houses, the National Assembly and the National Council of Provinces. Parliament is bound by the Constitution and must act within its limits.<sup>1</sup>

Read more: <http://www.southafrica.info/about/government/gov.htm#.VjuYmbcrLIU#ixzz3qdoVjDYp>

With less than one year left before the deadline for the 28 targets of the SADC Gender Protocol, South Africa is among the top three performers in the Southern African Development Community (SADC) region using indicators based on empirical data and citizen perceptions.

However, negligible progress in several sectors tempers sterling performance in some areas - notably education and political participation. Contradictions in areas linked to the Constitution; custom, culture and religion; HIV and AIDS and gender violence threaten to roll back fragile gains. Glaring gender gaps remain in the economic sphere. Overall, South Africa has as many "red lights" as "green lights" in the 2014 South Africa Barometer.

The Constitution of the Republic of South Africa, Act 108 of 1996, which took effect on 4 February 1997, is the supreme law of the land. It seeks to "establish a society based on democratic values, social justice and fundamental human rights." Chapter 1 of the Constitution details the founding provisions of the Republic of South Africa: • Human dignity, the achievement of equality and the advancement of human rights and freedoms; • Non-racialism and non-sexism; and • Supremacy of the constitution and the rule of law. It provides for the establishment of one sovereign state, a common South African citizenship and a democratic system of government committed to achieving equality between men and women and people of all races. It further provides for the prohibition of racial, gender and all other forms of discrimination, and promotes the celebration of formal (de jure) and substantive (de facto) equality. Section 9 provides that neither the state, nor any person, may discriminate directly or indirectly on the grounds of gender, sex, pregnancy, marital status or any other ground or combination of grounds listed or unlisted in Section 9 (3). To clarify its approach to equality, the Constitution further states that: CSC N/A N/A Table 1.1: Women and men's perceptions of constitutional and legal rights Scores Ranks SGDI 78% 1 South African women from all walks of life took part in the SAWID intergenerational dialogue in 2014. Photo: Marthe Muller SADC Gender Protocol 2015 Barometer • South Africa 17 Source: 1996 Constitution of South Africa. YES YES YES YES YES NO YES YES Chapter 1. Human dignity, the achievement of equality and the advancement of human rights and freedoms; non-racialism and nonsexism. Discrimination on one or more of the grounds listed in subsection 3 is unfair unless it is established the discrimination is fair. Chapter 2, section 9. No person may unfairly discriminate directly or indirectly against anyone on one or more grounds in terms of subsection (3) including gender, sex. Section 9. (3) of the constitution

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<sup>1</sup> <http://www.southafrica.info/about/government/gov.htm#.VjuYmbcrLIU>

prohibits discrimination on the basis of: race, gender, sex, pregnancy, marital status, ethnic or social origin, colour, sexual orientation, age, disability, religion, conscience, belief, culture, language and birth. Section 9 (1). Everyone is equal before the law and has the right to equal protection and benefit of the law. Section 12. (1) Everyone has the right to freedom and security of the person, which includes the right to be free from all forms of violence from either public or private sources;(d) not to be tortured in anyway12 (2) (a) to make decisions concerning reproduction(b) to security in and control over the body. Chapter 7: Bill of Rights. This Bill of Rights is a cornerstone of democracy in South Africa. It enshrines the rights of all people in our country and affirms the democratic values of human dignity, equality and freedom. Section 9 (2). “legislative and other measures” may be taken to “protect and advance” persons who have been disadvantaged. Table 1.2: Analysis of gender equality clauses in the Constitution Provides for nondiscrimination generally Provides for nondiscrimination based on sex specifically Provides for nondiscrimination on the basis of sex and others e.g. marital status, pregnancy Provides for the promotion of gender equality Has other provisions that relate to gender e.g. bodily integrity Has claw back clause Addresses contradictions between the Constitution, law and practices Provides for affirmative action “Equality includes the full and equal enjoyment of all rights and freedoms. To promote equality, legislative and other measures designed to protect or advance persons or categories of persons disadvantaged by unfair discrimination may be taken.” Section 9 of the Constitution denounces all forms of discrimination, which is further reiterated by: • The Promotion of Equality and Prevention of Unfair Discrimination Act No 4 of 2000, known as the Equality Act, which is set out to systematically counter patterns of inequality that may have persisted from the past into the present. • The Employment Equity Act No 55 of 1998. The Equality Act is to date one of the key documents that fully embodies and expounds on the constitutional provisions of equality for employees. It provides a broad definition of discrimination that encompasses discrimination against women by any person, including the state, private entities and individuals. The constitutional provisions on equality and human dignity give sufficient guidance to the courts. This is especially with regard to recognising and protecting equality between women and men when faced with conflicting claims relating to the constitutional guarantee of gender equality and constitutional recognition of customary and religious laws.

Status of existing targets The challenge is that strong constitutional and legal provisions do not result in changes in women's lived realities. On paper, the country is doing well in establishing legislative frameworks with strong gender provisions. These unfortunately do not always translate into action. Dual legal systems that result in contradictory provisions undermine gender equality and women's equal status. Currently the SGP does not have indicators to describe the change that will be evident if South Africa meets its Protocol targets. The targets in constitutional and legal rights have to move beyond the existence of an enabling environment for gender equality to actual implementation. The existing constitutional and legal rights targets in the SGP are comprehensive and should result in far reaching change if implemented. However, the current provisions do not include four difficult but important areas that serve as a litmus test for how far and how deep gender discourse has advanced in South Africa - and this includes the decriminalisation of sex work. SADC Gender Protocol 2015 Barometer • South Africa 27 The watchwords of gender activists in the post 2015 agenda are voice, choice and control. Willingness to strengthen the existing SGP targets that relate to constitutional and legal rights will be a key test of the South African government, as well as other SADC governments, moving into the next phase of the struggle for gender equality.





At regional level the Southern African Gender Protocol Alliance, led in South Africa by SAWID, has championed the 28 targets of the Protocol across the region and in all nine provinces through the Alliance is now spearheading the campaign for the Post 2015 agenda that includes strengthening the targets of the protocol. Key target areas include women's rights, economic empowerment and ending gender violence. At national level GL has created partnerships with the Department of Women, Children and People with Disability as well as the CGE.

GL has successfully worked with the Limpopo provincial government to build the baseline findings from the GBV research into the provincial action plan to end GBV. The action planning and costing workshop resulted in the formation of the Limpopo GBV Task Team consisting of various government departments at provincial and local level, CSO's, NGO's and the private sector. The mandate of the task team is to coordinate all activities to address GBV including costing and budgeting for projects aimed at reducing GBV.

At the local level GL has worked with 20 local government councils within South African in three provinces being over the past five years on a 10 stage process to become Centres of Excellence for Gender in Local Government. GL has been working with these councils from since 2013 on entrepreneurship training for women GBV survivors. GL further increased public awareness and empowered women and girls to use the provisions of the protocol to claim their rights through village level workshops. The pilot project, which is being independently evaluated in the last quarter of 2014, shows how the holistic model that GL has developed to link survivors of gender violence to LED plans of councils leads to improved access to socio-economic rights for marginalised women.

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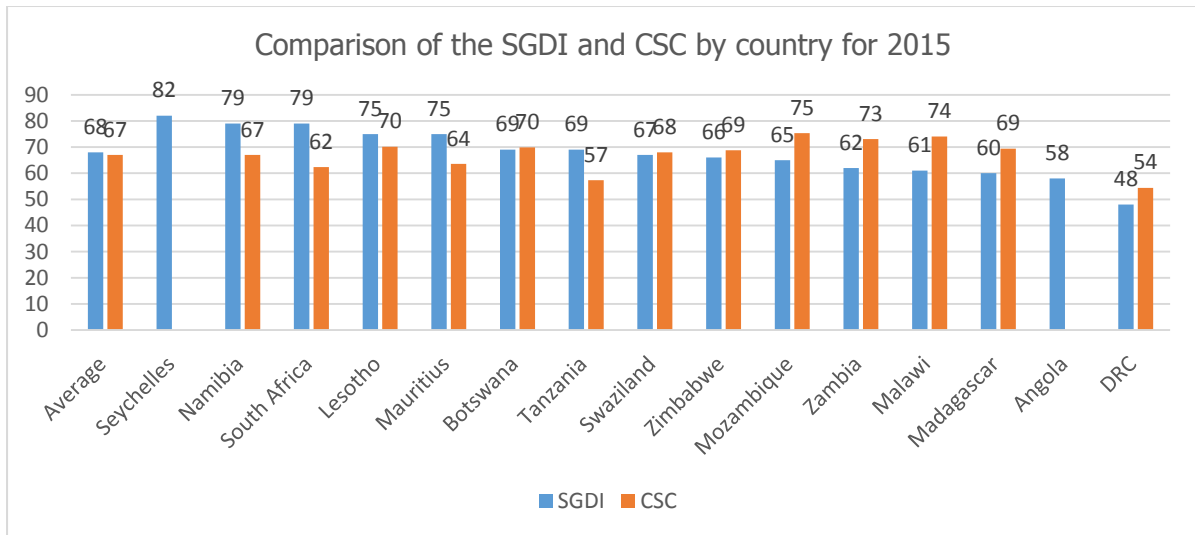
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## **Country context**



The country is politically stable and has a well-capitalised banking system, abundant natural resources, well developed regulatory systems as well as research and development capabilities, and an established manufacturing base. South Africa is noted as an upper middle income country Africa – and it remains rich with promise. It was admitted to the BRIC group of countries of Brazil, Russia, India and China (known as Brics) in 2011.

South Africa is the most populous nation in the Southern African Development Community (SADC) and a torch bearer for gender equality. However women still continue to be the majority of the unemployed, and in the survivalist sector with limited access to include economic and political empowerment.



According to the 2015 SADC Gender Protocol Barometer, with a score of 79% South Africa ranked third in the SADC region using the SADC Gender and Development Index that is based on 23 empirical measures of gender equality. The Citizen Score Card, based on the perceptions of ordinary women and men put South Africa in eleventh place, with a lower score to the SGDI (62 %).

South Africa has progressive legislation on the economic empowerment of women, it is also one of the few countries within the SADC Region that conducts time use studies. However women still continue to be the majority in the informal employment sector. South Africa also has the lowest proportion of women in the labour force participation at 47%.



Ms Ntombi Ramalatsa & Ms Irene Twalo ICT Training for the Entrepreneurship Economic Programme in Midvaal Municipality, South Africa  
Photo: Ntombi Mbadlanyana

South Africa has a constitutional and legislative framework that recognises and highlights the importance of gender equality. However all this legislation and well-meaning policies still do not address issues on the ground.

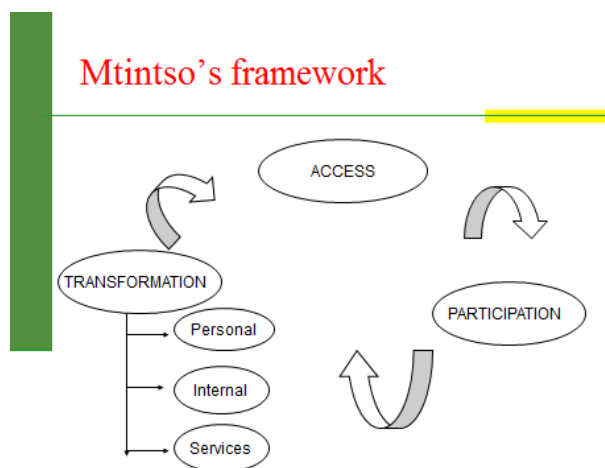
The Women Empowerment and Gender Equality (WEGE) Bill was drafted by the Department of Women, Children and People with Disabilities (DWCPD) in an attempt to ensure that gender equality is enforced within public and private sectors in South Africa. The draft legislation, among other targets, requires government departments and companies to fill 50% of all senior and executive positions with women.

After the bill was passed on to the National Council of Provinces (NCOP) several public consultation meetings took place within the provinces including consultations with various stakeholder organisations including civil society. Stakeholders made many inputs and suggested amendments to the bill, but the DWCPD is yet to finalise the amended clauses and suggestions. Moreover, as there have been many criticisms of the bill and further consultations would need to be conducted.

The Bill remains unpassed however, if the WEGE Bill is ever passed, there would be a legislative framework for the empowerment of women, ensuring women are equally included in key decision-making positions and structures, including equal representation and participation in private companies and traditional councils, thus ensuring meaningful transformation.

## GL's Theory of Change

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. While society generally identifies other forms of inequality, gender inequality is so *normalised* that it often goes unnoticed, including by women who have been socialised to accept their inferior status. Gender inequality follows the *life cycle* of most women from cradle to grave. Despite changes in laws and Constitutions, many women remain minors all their lives – under their fathers, husbands, even sons, and as widows subject to male relatives. GL's Theory of Change posits that while individual, family, community and societal factors often become a vicious negative cycle that militates against change each one of these layers can be reversed into a virtuous positive cycle that results in change. GL led the campaign for a SADC Protocol on Gender and Development with 28 targets to be achieved by 2015. GL works to achieve these targets in its media, governance and justice programmes. GL's full Theory of Change can be found on: <http://www.genderlinks.org.za/page/policy-briefs>.



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. Globally, the only way in which women have experienced a rapid increase in political participation is through special measures, including voluntary and legislated quotas. Mtintso argues that access alone is not enough. Women can be in decision-

making positions but still be excluded as a result of not occupying leadership positions in those structures, capacity constraints, and or informal barriers that effectively still silence women. Measures therefore need to be taken to enhance women's **effective participation**. Access and effective participation provide the basis for **transformation** or change. This is measured internally through changes in institutional culture, and externally through the services delivered. At a **personal** level change is measured through the increased agency of women, and changes in the attitudes of men.

## PARTNERS

GL South Africa has a network of partnerships in government and civil society. These “smart partnerships” will be expanded in 2016-2020.

AREA OF WORK	PARTNER	EXAMPLES OF COLLABORATION	HOW THIS WILL BE BUILT ON
<b>Violence against women Baseline study</b>	Medical Research Council	Conceptualisation of the prevalence attitudes household survey.	Strengthen partnership with the next set of GBV indicators research in SA should funding be available and conduct in the remaining five provinces
	Thohoyandou Victim Empowerment TVEP/ Limpopo Provincial Departments	Collection of personal accounts of GBV survivors in the VAW Baseline Study.	Advocacy campaigns on the findings of the VAW baseline study in all the relevant provinces which the study was conducted
<b>Alliance work</b>	SAWID	Build alliance networks at the provincial level through a series of workshops. Through the group work that will be happening at the provincial meetings and workshops a person is elected to represent the theme for the province.	From each province ten people form a provincial steering committee. The members of the provincial steering committee will represent each province at the national level with SAWID representing the South Africa Alliance at the regional level.
<b>Gender and Local Government COE work</b>	SALGA	SALGA also took resolutions in support, of the gender strategy for local government and continues to play a key role in motivating councils to be part of the COE process	Build on the SALGA mandate of also ensuring that local government structures implement and align their programmes to their overall mandate which includes promoting and protecting interests of local government.



### **Gender and local government in South Africa**

In 2003, GL undertook the first comprehensive study of the impact of women in politics in Southern Africa. One of the key findings of "*Ringing up the Changes, Gender in Politics in Southern Africa*" was that local government is a sadly neglected area of the gender and governance discourse. Taking heed of this finding, GL conducted ground-breaking research in 2006/2007, *At the Coalface, Gender and Local Government* covering South Africa, Lesotho, Mauritius and Namibia.

Key findings of the study within South Africa indicated that quotas were essential to promote the active participation of women and decision making at local level. Furthermore the research indicated through quantitative data gathered through questionnaires, highlighted the fact that women continued to face barriers that affected their full participation at local level. In addition to these findings it was also established that gender is not mainstreamed into the performance agreements of key functionaries at local level to ensure transformation.

The geographical location in South Africa make it rather unique, municipalities in South Africa are a division of local government that lie one level down from provincial government, forming the primary level of democratically elected government structures in the country. South Africa has 284 municipalities, divided into three categories. Municipalities can belong to one of three categories: metropolitan, district and local.

The 2011 local government elections that witnessed a decline in women's representation at the very moment that South Africa should be redoubling its efforts to achieve gender parity underscores the need for a legislated quota for women in national and local elections. The 2011 local government election indicated that women constituted 38% of councillors following a decline down from 40% in 2006. Achieving 44% women in parliament in the 2009 elections shot South Africa to the top of the chart in SADC and to the global top ten. The drop to 40% in May 2014 dealt a crippling blow to the 50/50 campaign. The further decline in women's representation in political decision making following the 2014 national elections, when policy makers in the country should have redoubled efforts to achieve gender parity, underscores the need for a legislated quota for women within political parties.

The decline came against the backdrop of the looming deadline for the SADC Gender and Development Protocol (SGP), to which South Africa is a signatory. The SGP calls for gender parity in all areas of decision-making by 2015. The ruling African National Congress (ANC) adopted a voluntary 30% quota for women in 2002 and increased the quota to 50% in 2009. Despite this, in the May 2014 national elections the party did not live up to their voluntary quota and zebra-style party list, since fewer women were fielded as preferred candidates and men occupy the top three party positions.

The startling figures is that , no country in the 15-nation region has reached the 50% target of women's representation in parliament, cabinet or local government as per the target of the SGP to be reached by 2015. Quotas remain vital and beneficial women's access to political decision making needs to have special measures implemented. Legislated quotas would ensure that this is applied, thus addressing the issue of women's limited participation in politics.

## Methodology

The COE model is a ten stage process as follows:

Stage	Process	Principles
1	Meetings with management and political teams and adoption of COE process.	Political support: Getting buy-in at decision-making level.
2	Undertaking a gender audit of the council.	An evidence-based approach: Conducting a situation analysis that is council-specific and will help to address the needs of that council.
3	Mobilising meeting with council representatives and popularising the SADC protocol on Gender and Development.	Community mobilisation through SADC Gender Protocol village level workshops that familiarise communities with the provisions of the sub-regional instrument and empower them to hold their council's accountable.
4	Inception workshop.	Action planning: Conducting council-specific gender and action plan workshops that localise national and district gender policies and action plans.
5	Action planning workshop	
6	Adoption of the action plan.	Commitment: Getting councils to make a public statement about their intentions with regard to the action plan.
7	Media, campaigning skills.	Capacity building through on-the-job training with council officials and political leaders. Assisting councils and communities to apply these new skills through running major campaigns, e.g. 365 Days to End Gender Violence; the 50/50 campaign etc.
8	IT for advocacy.	
9	Monitoring and evaluation	Tracking: Administration of score cards and other monitoring and evaluation tools that can be used to measure change in the immediate, medium and long terms.
10	Summit	Knowledge creation and dissemination: Working to gather and disseminate best practises, case studies, etc. that can be presented at the annual gender justice and local government summit.

## 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.



<b>M and E for the COE programme</b>			
<b>ACTION</b>	<b>What is involved</b>	<b>By who</b>	<b>When</b>
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	GL Knowledge and Learning Manager; M and E Officer	Ongoing
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	Administration of the GEI to measure impact and change	Country Manager Country Staff	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

### **SADC Gender Protocol**

The Alliance network in South Africa has been working through the South African Women in Dialogue (SAWID) which is an independent platform, improving the status of women by engaging national government, the private sector, civil society, (including non-governmental organisations, community-based organisations, faith-based organisations and donors) in a partnership to shape community, provincial and continental agendas. The Alliance hosted a roundtable in 2014 with various organisations, including the Commission on Gender Equality and the M&E Unit of the Department of Women in the Presidency to develop a set of proposed indicators and priorities of the SGP in South Africa. The relationship between the Alliance network in South Africa and the Gender Ministry needs to be strengthened, and one of the key areas would be developing the key areas and priorities based on the Post 2015 Agenda.

### **Gender and Media**

In the last couple of years, South Africa has seen the development and establishment of crucial industry bodies in response to the democratic imperative for accountability, including the newly revitalised Press council and the Broadcast Complaints Commission (BCCSA). However, there are threats to media freedom from various quarters – some by government, political parties; others from the profit-seeking corporate sector. The media programme



has worked with key GIME institution in SA- e.g. University of Limpopo, and also has been working with local community media stations in Limpopo.

## **Gender justice**

The Violence against Women (VAW) baseline study conducted by GL was conducted in four provinces in South Africa. Gauteng, Limpopo, Western Cape and Kwa Zulu Natal key findings have been developed into specific provincial pamphlets. These findings have been shared at local level with COE councils, in the provinces to assist them to localise the outcomes. Findings have also been used to strengthen their GBV Plans at council level.

***Ending GBV in localities:*** The number of case studies presented at the South Africa National Summit in 2014, indicated the efforts that are being made within local councils through their partners to highlight the issue of GBV.

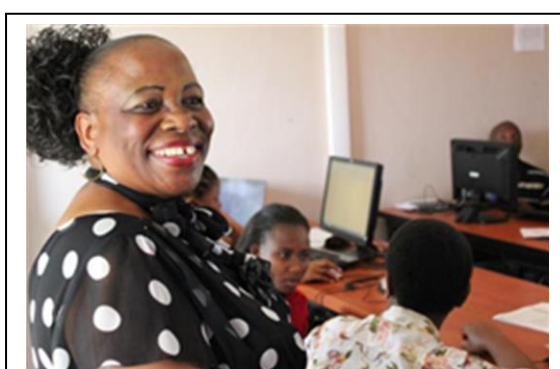


Figure 1: Dimakatso Bambo-Deputy Director- Khuseleka VEP Shelter Limpopo ; Photo-Juliana Davids

### **Building new futures- Giving Hope**

Khuseleka One Stop centre offering a continuum of services to victims of crime and violence: government response to gender-based violence

Khuseleka One Stop centre is responding to the needs of women, men, children and people with disability especially in black poor rural communities where there are challenges or obstacles in trying to overcome domestic and gender-based violence because few support services for abused women/men/children. The

shelter is funded by the Department of Social Development, however it falls under the Capricorn District Municipality (CDM). The Municipality has also been very instrumental in working with the shelter, by providing financial and administrative support but also being one of the key drivers of implementing partners of the shelter.

Khuseleka documents that there is no provision for traditional courts to issue protection orders; despite the fact that there is currently about 1 500 customary courts operating in South Africa; Customary law lack specific rules dealing with gender-based violence. Khuseleka is responding to the challenges of organized crimes such as human trafficking and smuggling and unaccompanied children. It also addresses the scourge of Lesbians, Gays, Bisexual, trans-sexual and Intersex (LGBTIs) and all types of hate crimes in the communities.

– *Excerpt from Khuseleka entry to the 2014 SADC Gender Protocol@Work summit.*

## **Gender and governance**

### ***Quota for women in local government***

GL in South Africa has been writing Gender Election Reports, which are a detailed analysis of gender in the elections. However there has also been working partnerships with the SALGA Women's Commission on various platforms to advocate for the 50/50 Campaign and also the implementation of legislated quotas.

## Promoting Gender Equality despite all odds

My name is Cllr Tinyiko Mogondi and I am the Portfolio Councillor responsible for the Community and Social Services portfolio within Vhembe District Municipality based in Limpopo. One of the key responsibilities of my portfolio include overseeing projects and programmes that effect the most vulnerable members of our community, which includes those living with disabilities, HIV and AIDS, Youth, Women and Children. However for many years the council has often really neglected the area of ensuring effective programme and activities that would ensure gender equality and women empowerment.

When Gender Links first came to Vhembe Municipality to make a presentation on the COE process we had an idea of the work that they were doing, however I could also sense there was a level of resistance from some of the other council members. We often look at gender issues and community development as "soft issues", the council often looks at infrastructural development, and providing municipal services as its main mandate. However I was determined to make sure that the council and the Executive Mayoral Committee would buy in and adopt the COE concept within our council, I felt that it was necessary to make sure that change would take place within the organisation.

As a female politician I have gained a lot of experience and also faced many challenges within my career, one of the main challenges in the past was to ensure that gender equality is prioritised and also having to overcome a lot of men opposing my views. The other main



issue for me was also the fact that women were not always well represented within the council structures, either in the administrative or political arena, our culture still tends to be very biased towards men on various levels. I therefore felt I had to really ensure that the COE process was going to be adopted and implemented within the council. Gender Links facilitated the workshop and the Mayoral Committee also attended the workshop, I suddenly noticed there was a radical shift in the thinking of some of my colleagues, when they realised that gender mainstreaming was required to ensure an effective environment. By the time we had developed the Gender Action Plan we also had a budget allocated and resources to ensure that the activities and projects around gender mainstreaming within the institution would be implemented. The action plan that was developed will be adopted by the council, and we will have to modify our existing council budget to ensure that we have fairly allocated resources to gender mainstreaming.

Our IDP (Integrated Development Plan) which guides council projects and development will also be revisited and costed accordingly to ensure that it is in line with gender mainstreaming. We just started the COE process in August 2013 however I am hopeful that we will definitely be able to ensure that our gender action plan is adopted, costed and implemented effectively to ensure gender mainstreaming is processed within our council. Attitudes and perceptions are difficult to change nonetheless I know that I am going to be able to use my position as a politician to guarantee that gender equality and the promotion of women as a key priority.



**Higher representation of women in COE Councils and some excellent case studies of the 50/50 campaign:** The analysis at Annex A shows that women constitute an average of 42% in the COE councils, this ranges from 32% in George to 55% in Capricorn and 50% in Mosselbay. These COE councils have a range of implementation strategies for gender mainstreaming and there are clear results. In the case of the two best performing COE's being Mosselbay and Capricorn, gender mainstreaming is advocated even at the level of the political champion and also the administrative champion.

### Committing to Advocating for Gender Mainstreaming



CDM COE- Commitment Pledge Ceremony-Limpopo –  
Photo- CDM Communications

Capricorn District Municipality has continued being part of the COE process at the Gender Justice and Local Government Summit in 2012, CDM was awarded the overall best case- COE Winner it was an intervention that was beyond what the council required. The council has a gender champion who is the Executive Mayor and other members of the Mayoral Committee, the buy in and support of the COE process within the institution has enabled the development of the COE gender mainstreaming programme in the council.

The council has advanced and completed all ten stages of the COE process and the council has also adopted a mentoring role to the two other local councils of the council, being Aganang and Polokwane local municipality. The council has been able to advance so much with the COE process because of the institutional mechanisms that have been adopted by the council. The council has also had to review some of our existing HR policies to ensure that there was equal representation of women across the different departments and management of the council. Human Resources policies have always been gender sensitive and gender aware. However the intervention from GL also emphasised the importance of how it was vital to also review these policies from time to time.

Gender disaggregated data was also one thing that was never enforced in terms of data collection in the council whether it be for HR purposes or any other matters. The council has also encouraged their local municipalities to keep gender disaggregated data the council has really made good on making sure that all departments with the council take issues of gender mainstreaming into account. From the procurement unit and the awarding of contracts to women, and also the different forms of training and learning opportunities awarded to women and men. The Integrated Development Plan (IDP) which is the document utilised by the council to map out the planned council implementation process has also become more gender sensitive. The IDP process consultations normally take form in the intervention of public consultations, and women have been encouraged to attend these consultations. The council budget has drastically also been revised, with the Social Development Department which spear heads issues of gender and vulnerable groups changed and had become gender sensitive, with a fair amount of the budget being allocated to gender – *Excerpt from Capricorn District Municipality Institutional Profile.*

**Women leadership is now taken seriously in the COEs:** The female councillors in the various, COE councils have advocated for female leadership to be taken forward. These councillors also participated in Women in Politics Training that was hosted in November. By another GL partner, COE councils have been very instrumental in ensuring that council issues and gender mainstreaming is factored within the institution. This also means that women are also able to advocate for gender issues within the council by implementing various projects that can ensure that women are empowered.



Figure 2 Glen Mhango-Centre- Limpopo GBV Workshop

### **Glen Mhango, winner, leadership category**

In 2009 Glen was instructed by the Executive Mayor to ensure that the HIV/AIDS unit be incorporated into the Special Focus Programmes Strategic Business Unit (SBU).

It was exciting to finally see the municipality taking the stride in addressing issues and needs of women, disabled people, youth and older persons, the question however was how will that be implemented. After a year of presentations, report writing, proposals,

negotiations, pleading and arguing with Finance, Human Resource, Occupational Development and other relevant units to assist with human, financial and physical resources the unit still operates with no budget. One of the main tasks was to ensure that the council has an effective allocated gender budget, which would also be focused on issues including GBV and allocation of sufficient resources to address GBV.

The unit has been able to concentrate on activities that could be done without a budget, such as site visits to VEP centres and women organisations, internal campaigns like the black Friday for employees to emphasise the fight for GBV, men's pledge against GBV, women's day messages on pay slips and rates statements for the citizens, electronic billboard messages, and other campaigns.

Polokwane Local Municipality – *Excerpt from summit entry.*

**Higher representation of women in COE Councils:** Women constitute an average of 42% in the COE councils these numbers rang from the various councils in the difference localities. There is also a fair amount of women who are represented as councillors at 40% however there is room for growth, the number of women who are at managerial level is standing at 36%. Which is a number that needs to be monitored to ensure that the number is elevated to a level where women are part of the decision making process.

However Mosselbay Municipality has taken a lead on this the council is headed by a female Executive Mayor, and the Municipal Manager is also a female, the only female Municipal Manager in the Western Cape. The COE process has encouraged issues of transformation in the workplace to be implemented vigorously. Furthermore the council has ensured that women in leadership positions help mentor those at lower levels, and encourage the practise of mentorship programmes which enable women to see themselves as equal to their male counterparts.





Nomthandazo Mankazana & Executive Mayor  
Alderlady MM Ferreira\_ Mosselbay COE  
Statement of Commitment Pledge Ceremony

### **Leading by Example – Mosselbay Municipality**

Since the COE process began in the council issues of gender have taken a step forward before GL introduced the COE process gender mainstreaming issues were only reduced to hosting events and projects. However the council has needed to also review many policies and procedures, the appointment and support of the Executive Mayor who is a female has also been a major breakthrough within the council. Women have been encouraged to apply for key positions within the council, job advertisements have also been amended to encourage women and those living with disabilities to apply for jobs–

The council has been able to ensure that to ensure that gender equality is at the very centre of transformation in Mossel Bay within all the structures, institutions, policies, procedures and practices and programmes. COE stages that have been covered have gone up to Stage ten with the council replicating the Gender Links Local Government Summit and hosting their own “No More Victims Summit” in 2012 – 2013. The council has taken full ownership of the COE process and this has happened because of the support given to the process by the Executive Management, and Mayoral Committee

*Excerpt from Mosselbay Institutional Profile Case Study*

**Gender structures established in all COEs:** All COE councils in South Africa have allocated Gender Focal Persons (GFP) that are tasked with ensuring that gender mainstreaming is implemented within the institutions. The Gender Management System (GMS) structure also consists of the HIV/ Youth and Disability coordinators, this unit and structure is normally located within the office of the Executive Mayer or the Speaker. Councils are also backed by gender champions who are the politicians directly interfacing with people on the ground. It is interesting that some councils have male gender focal persons as in the case of Vhembe and Phalaborwa Municipalities.

### **Gender responsive local governance**

Ten out of the 20 COE councils have adopted their Gender Action Plans (GAP) , this low number has been rather very disappointing as some councils, have not prioritised the adoption and implementation of their plans. However In some cases GFP’s have gone ahead and implemented their relevant sections in the GFP, which is not the ideal situation nonetheless the bureaucratic process in councils is one of the main challenges that has stalled adoption of GAP’s. The COEs include councils located in rural and urban settings, in Limpopo, Gauteng the Western Cape. Gender Links (GL) annually conducts the verification exercise with COE councils as a Monitoring & Evaluation exercise to track the progress of implementation of the process within councils. The exercise takes place with the various COE councils in the various provinces. GL re-administered the Gender Scorecard to track progress. It was also an opportunity to establish the amount of resources councils have been contributing towards gender mainstreaming.

## *Performance of councils*

### **2010/2011 (Baseline year) to 2015 scores)**

<b>COE Councils</b>	<b>Baseline Scores (2010/2011)</b>	<b>Progress Scores (2015)</b>	<b>Variance</b>
Overall	66%	76%	10%
Highest	77%	90%	13%
Lowest	38%	50%	12%

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. The analysis of the gender score cards give an indication of the implementation of the COE process in South Africa, overall the score is at 76% with an increase of 10% to the initial score. This is an indication of the growth of the COE process and the ownership of the councils towards the process.

This has been an indication as well in terms of the growth of the process in SA. The overall highest scores have increased by 13% over the duration of process, this has been a positive outcome, and councils that have made progress have also fully implemented the process in their councils. These include gender responsive budgets, gender focused programmes and also implementation of overall council activities through gender mainstreaming.

The lowest council scores have a variance of 12% initially the lowest score was 38%, now it is standing at 50% this is also an indication of the increased level of gender mainstreaming even in these lower scoring councils. This shows that there has been gradual change within the institutions due to the COE process. However that is also an indication of the slow progress and would also need for us to check further gaps or barriers to implementation.

The overall scores have showed us that in some cases councils, have been able to fully implement the process perhaps these councils are also well resourced and have the support of the Executive to implement the process. In some councils there is an indication that this process is not the same, so there needs to be an effort from GL and the council to establish how further backstopping and maybe support for those councils struggling with implementation.

### ***Gender in council budgets:***

2014	Rands
Gender specific allocation	1 058 750 .00
Gender in mainstream projects	150 000.00
In kind contribution	2 052 717.00
Funds raised for gender work	-
Total = A	3 261 467
Total spent by GL on the project in 2014 =B	925 256 00
% council contribution to the COE process = (A/B) %	<b>4%</b>

The above council figures are based on the table above there is indication that councils have contributed 4 % towards the COE process for 2014, this includes their specific gender allocation. The allocation based on the gender specific allocation is based on COE councils with allocation to gender specific projects, these figures are based on the allocation given to gender based on the council overall IDP budgets which allocate funds for specific projects. Eg Polokwane Municipality has a total of R 679.000 allocated to gender specific projects this

includes their programmes which implement gender mainstreaming and training. In terms of the budget allocation only 4% is being contributed towards the COE process by councils this figure would need to be revised, as councils very often failed to show and document their figures well in terms of how much they have assisted GL.

Where we have made advances as GL is in terms of the in kind support that we have been able to gather from councils, this ranges from usage of free venues, transport and catering costs in some cases. However GL has managed to save a lot in terms of kind for not paying for council venues and facilities, which tends to be the most costly. In terms of ownership and sustainability this budget actually points the low figures for the data collected for some of the COE councils. This low figure of 4% is alarming as councils in the COE process in SA have taken ownership of the process, however this may not necessarily include financial and this is where GL would need to further capacitate councils on raising funds for Gender specific projects. In the case of Polokwane Municipality the council, hosts its Annual Golf Day challenge that is aimed at raising funds for GBV shelters. However there also needs to be more of a concerted effort to indicate how councils will fundraise for gender specific programmes and projects, related to gender mainstreaming within their organisation.

***Gender and climate change gain prominence:*** Gender and climate changes have had an impact on the COE councils, particular those that are in rural areas. These COE councils



Figure 3 : Hamlet Walkway Greening Project- Witzenberg Municipality

tend to experience different issues towards climate change, this tends to effect women the most as rural areas tend to be the ones with poor soil development, and readily available water sources. Councils involved in the COE process have had to be innovative when setting up climate change related projects. One such case is Witzenberg Municipality in the Western Cape, which developed an unused and dangerous open field. And transformed this into safe space, with greenery and creating opportunities for local women to be employed in the greening project

### **Creating a pathway to a better tomorrow”**

The “Hamlet Walkway” as it is known is an area which was identified by the council as being unsafe in the past the area was used as a dumping ground. This not also posed as a health issue however it also posed as a safety hazard, with poor lighting it became the perfect breeding ground for criminal elements. Witzenberg Municipality implemented the Community Work Programme in the Hamlet Community, sourced community members to implement the project and proceeded to design and construct a well-lit pedestrian path, with well-trimmed lawns and blossoming flower beds. The development of the walkway created employment and additional skills for the residents in a community which is subject to seasonal employment, lasting only six months of the year. The LED and climate change element of the COE process also assisted Witzenberg Municipality to strengthen their own LED policies and key beneficiaries within the community.

*Excerpt from Witzenberg Institutional Profile Case Study*

**Local economic empowerment is evident in the COEs through concerted council efforts to assist women to gain access to council economic opportunities:**

Polokwane Municipality has assisted women to gain access to economic opportunities through the implementation of the preferred supplier database. This database prioritises service providers that the council would prefer to utilise their services, however in the past there were gaps and the procurement policy had to be aligned to ensure that it included women as the main beneficiaries.

**Winning was just the Cherry on Top- Driving the Gender Agenda**

The major challenge within the council was that various departments did not understand gender mainstreaming, so it became very important to actually indicate to them why this was important. For e.g.- procurement policies did not state how many women within the council would be awarded tenders, this then prompted us to sit and think of devising policies that would encourage women benefitting from council resources . So the procurement unit, with the help of my unit, Department of Treasury and guidance from Genderlinks started thinking of developing the preferred supplier database. This preferred supplier database had already existed however it was not aligned to gender mainstreaming, and it was a requirement from the National Department of Treasury for this database to be devised.

I am now glad to state that the council has a preferred supplier database and it includes women as being the main beneficiaries or targets within the council, this was a major milestone and good achievement for our council so this year when the verification exercise was conducted by Genderlinks I also felt a sense of accomplishment. As I was able to also see that the council has been making an effort to ensure that gender budgeting is prioritised as well as overall gender mainstreaming. The preferred supplier database is based on the

premise that women and men need to be at 50% / 50% in terms of tenders and goods being awarded. In the past there was an imbalance, with goods and services being awarded. However now we also need to look at the BEE procurement policy (Black Economic Empowerment) that addresses the issue that previously disadvantaged individuals need to be encouraged to access goods and services. The problem with the BEE policy is that it does not directly look at gender as an indicator, but it

rather looks at company composition and including previously disadvantaged groups that includes men. However as the council, we are still also advocating that we continue to also utilise the preferred supplier database as our reference point. - *UNWOMEN Case Study- Narrative Report*



Figure 4: Jeanette Raseluma- Receiving the Award for Polokwane Municipality being the Most Resourceful COE- SA National Summit 2015: Credit: Genderlinks

**Entrepreneurship training for survivors of GBV**

To date from 2013, the entrepreneurship project has trained 471 survivors of GBV and we have also administered a total of 4800 survey forms in communities to establish prevailing attitudes around GBV. GL has worked with these women, identified as GBV survivors by



the council and through referrals from the local shelters. Some of the challenges we have faced with this project include the fact that women both found full time employment and were therefore unable to continue with the project, other women indicated that their partners no longer wanted them to attend the training programme.

However GL managed to conduct these workshops with them, and also finalised drawing business plans for the women. GL has recently conducted the FLOW impact assessment evaluation of the project, and to conduct follow up I-Stories with some of the women, to establish if they have any increased agency and are able to be economically independent. The further aim of the follow up assessment would be to establish if these women were still experiencing high levels of GBV, and also establish how the local councils have either assisted women with economic opportunities and access to resources.

### **Challenges and lessons learned**

Attached at Annex B is a comprehensive SWOT analysis. Key issues include:

**External:** Funding uncertainties, Full ownership of the COE process by councils, strengthening and seeking to forge new partnerships. Access to funding opportunities in South Africa is a threat, as it is a middle income country therefore funding opportunities are limited. Ownership of the COE process by the councils needs to also be fully taken in account, especially in light of the fact that there is no allocated grant for COE's in South Africa post 2015. New partnerships will need to be developed and strengthened in the case of SALGA, GL will need to cement and concretise how it will work together further. As the two organisations also have an MOU, but SALGA needs to move beyond just being a partner but also key implementer for GL. GL needs to also strengthen their relationship with the Commission on Gender Equality, and devise an MOU that may also see how an active working relationship can be implemented.

**Internal:** Re-aligning the work plan / strategy for COE work in South African to be aligned to the Gender Links Training Institution. The COE process in SA has not been able to be implemented because of the fact that the country's geographical location has been a challenge. One of the ways in which GL SA will need to work, will be through the GTI this can include the SALGA Women in leadership academy and also the study visits that SALGA would like to implement. In SA the Gender mainstreaming training, needs to be capitalized upon especially the accredited training that is endorsed by the EDTP Seta this can be aimed at private companies and other institutions that GL needs to target. Many private companies also need assistance with developing gender policies and frameworks this is an area that GL SA would need to look towards and establish any further possibilities.

GL can take this opportunity to also facilitate some of the COE modules as part of the exchange visits. The capacity of the internal GL staff for South Africa will also need to be revisited, some of the staff members would need to be capacitated and also trained as registered assessors for the gender mainstreaming training.

**Programme design:** The COE process in South Africa will need to be implemented differently in South Africa, due to the geographical location of the country. There needs to be an effort made to ensure that the GFPs' trained in the councils will be able to implement the process to assist GL. There also needs to be further strengthening and also long term, either GL can combine councils, and train councils at the same time. The twinning arrangements may need to also be arranged, this can also ensure peer learning is implemented.

<b>GL South Africa Programme focus 2016-2020</b>		
<b>Alliance – Post 2015 SADC Gender Protocol</b> <ul style="list-style-type: none"> <li>Strengthen the work of the Alliance through SAWID and raise awareness on the Post-2015 SADC Gender</li> <li>Canvass for the adoption of the Women’s Empowerment and Gender Equality (WEGE) Bill.</li> <li>Measure progress towards the SADC Protocol on Gender and Development and SDG 5 through research and publication of the Annual Barometer.</li> <li>Hold National SADC Gender Protocol@Work summits to gather and share good practices.</li> </ul>	<b>Governance &amp; Economic Justice</b> <ul style="list-style-type: none"> <li>Promote the 50/50 campaign through a legislated quota for women in local government.</li> <li>Deepen gender responsive local governance in South Africa through the cascading of GL local government COE work to 60% of the councils in South Africa</li> <li>Campaign for the adoption of an updated National Action Plan for ending gender-based violence</li> <li>Costing of GBV Plans at Provincial level based on outcomes of the GBV Study</li> <li>Support the 266 survivors of GBV who have been trained as entrepreneurs; expand this programme to include a further 1500 survivors.</li> <li>Strengthen linkages to sources of mentorship and support.</li> </ul>	<b>Media</b> <ul style="list-style-type: none"> <li>Publicise and engage with findings of Gender and Media Progress Study (GMPS) to further gender mainstreaming in media houses and media education.</li> <li>Strengthen work with media training institutions through the Gender and Media Diversity Centre, and the Global Alliance on Gender and the Media.</li> <li>Backstop the Centres of Excellence for gender in the media</li> </ul>
<b>GL South Africa Institutional Priorities 2016-2020</b> <ul style="list-style-type: none"> <li>Create a strong linkage of training in South Africa and income generation through aligning the South Africa work to the GL Training institute.</li> <li>Continue to source funding opportunities.</li> <li>Strengthen the capacity to deliver and implement our work through smart partnerships</li> </ul>		

### 2015 TO 2020 STRATEGY

<b>2015 benchmark</b>	<b>2016-2020 Strategy</b>
<b>Alliance</b>	
Barometer produced annually	Barometer produced annually
SADC Protocol@Work Regional summits held annually	Regional summits continue to be held annually
2 national summits held	3 national summits will be held
	During this period, summits will be devolved to district level to provide greater depth, reach, visibility and engagement.
Women Demand Change	Canvas for the Women Demand Change to be implemented further strengthening the existing indicators
<b>Media</b>	

<b>Governance and Economic Justice</b>	
<b>50/50 campaign</b>	
Quota for women	Strengthened efforts for advocating for quotas through a 50/50 campaign for the adoption of a quota in national government for the 2018 elections.
GBV Baseline Study	Seek additional funding to conduct the study on a National level in South Africa
COE	
20 councils become COE and share best practices.	Complete all COE stages in proposed COE councils and implement the process
5 councils review and strengthen strategies for ending gender violence using the VAW Baseline Study.	20 costed and well implemented local council GBV Action plans, yielding evidence that <i>Community by community the war on gender violence can be won.</i>
11 Councils pilot entrepreneurship training for survivors of GBV	The programme is extended to the 33 phase one councils as part of a broader strategy to put gender action plans to work in practical ways that enhance economic justice and contribute to reducing GBV.

The graphic summarises the key benchmarks achieved in 2013-2015 and how these will be further built upon by 2016:

- **Consolidation of the gains in all 17 councils that have started the COE work.** Various COE councils in South Africa have completed the COE process, there are some that required further backstopping and support, as the COE process commenced late in their councils. The target is for 33 Councils go through the ten-stage process by 2020. GL will ensure that all stages in the first phase are completed and that continuous backstopping is provided.
- **Developing a cascading model**  
There needs to be an effort made to ensure that the GFPs' trained in the councils will be able to implement the process to assist GL. There also needs to be further strengthening and also long term, either GL can combine councils, and train councils at the same time. The twinning arrangements may need to also be arranged, this can also ensure peer learning is implemented.

#### Summary of proposed GL South Africa COE roll out strategy

Province Current COEs	TOTAL COE	Proposed Province	Proposed COEs	TOTAL COE	% COE by 2020
Limpopo	7	Limpopo	9	COE councils to be reached by 2020 – 50	90%
Gauteng	6	Gauteng	5		80%
Western Cape	7	Western Cape	10		95%
		KZN	6		85%
<b>TOTAL</b>	<b>20</b>		<b>30</b>	<b>50</b>	

The table above illustrates the current COE councils that GL has worked with over the duration of 2011- 2015, the proposed plan is to further cascade the COE process to the

identified provinces and also cascade it to Kwa Zulu Natal. The reason why there is no shift in the allocated provinces is that GL has conducted GBV baseline research in these specific provinces, and has also established a strong footprint in terms of visibility and the COE process already implemented. GL South Africa Programme of Action 2016-2020 is summarised in the logical framework at **Annex C**

### Risks and risk mitigation

<b>RISKS</b>	<b>MITIGATION</b>
<b>EXTERNAL</b>	
<b>FUNDING</b>	
Limited funding opportunities available in country due to middle income status of SA	Continue with fundraising, however also be mindful of targeting various donors and also have fundraising initiatives like Walks and Rallies Approach private sector to support funded programmes
<b>PARTNERSHIPS</b>	
Strengthen existing partnerships with SALGA, SAWID and CGE other NGO's	Work on strengthening these partnerships to also find common synergies, and even similar points of implementation across the organisations
Develop and identify potential new partners	GL SA should seek to identify new potential partners, this can also include the private sector and also the FBO
<b>OWNERSHIP OF COE PROCESS BY COUNCILS</b>	
<b>GL to assist councils to take ownership of the process post GL funding</b>	Assist councils to identify other approaches to sustain the work that has been developed by the COE process in councils.
<b>INTERNAL</b>	
<b>GL TRAINING INSTITUTE</b>	Strengthen the GTI through vigorous marketing including the private sector, design adverts or market it to also appeal to the private sector to assist them with developmental issues related to gender mainstreaming/ organisational development Capitalise on the fact that the GTI is an EDTP Seta Accredited institution and partner with local universities that offer gender courses as the main service provider/ offer practical understanding to the often theoretical modules.
<b>STAFF CAPACITY</b>	
Internal staff poorly capacitated around concepts of gender mainstreaming and implementation	Identify potential staff to assist with the training particularly for the GTI and also register them to become assessors through the EDTP SETA
<b>PROGRAMME DIVERSIFICATION</b>	
New venture into programme diversity to include relevant topics and increase the programmes portfolio	Strengthen the LGBTI issues, within GL to also be aligned with existing programmes. Develop a programme for Men as Change Agents

## **SUSTAINABILITY**

Key sustainability measures may be summarised as:

- Working with and building the capacity of our existing partners as the key driver of change.
- Strengthening the existing, and training new Gender Focal Persons and Champions in all 50 targeted COE councils training gender and local government officials in the COE process, and backstopping them in running this process in 30 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 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.
- 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.
- 

### **Diversification**

GL South Africa would need to strengthen the capacity of the GL Training institution this is also a potential income generating unit of the organisation that GL SA would need to strengthen. The private sector should also be approached and the GTI can also market its services through private advertisements, and also through local news portals.

## **BUDGET AND VALUE FOR MONEY**

GL will continue to build on the VFM measures developed in the first phase to ensure greater economy, efficiency and effectiveness. These include:

- Good procurement practices through the updating of the suppliers data base and ensuring competition in all major purchases.
- Smart partnerships that result in sharing of expenses and in-kind support.
- The cascading strategy which will enhance economy, efficiency, effectiveness through transferring ownership of the programme to the gender and local government ministries.
- Decentralising the staff structure to reduce travel costs and ensure more effective day-to-day backstopping on the ground.
- Strong planning using MS Project to ensure maximum synergies in programming.
- Strong accounting systems and oversight through Pastel Evolution.
- Vigorous implementation of the Anti-Corruption Policy.

## Annex A: Local Government Beneficiary analysis

Council	Female	%	Male	%	Total	Direct beneficiaries	Indirect beneficiaries
LIMPOPO PROVINCE							
Sekhukhune							585200
Mopani							478 500
Tzaneen							128 878
Waterberg							210 000
Makhado							341 000
Musina							541 875
Thulamela							129 000
Greater Tubatse							198 000
Maruleng							125 988
Aganang	8	36	24	64	31	46	131 614
Blouberg	12	44	15	56	27	38	721 633
Capricorn	8	44	10	55	48	30	985 025
Lepelle- Nkumpi	4	34	8	67	12	27	144033
Polokwane	5	30	12	70	17	34	432 086
Vhembe	4	40	6	60	24	39	325 890
Phalaborwa	6	17	29	83	35	50	233450
GAUTENG							252 000
Randfontein							214 000
Westonaria							129 000
Tshwane							1 310 000
Merafong							275 000
Ekhuruleni							1 024 000
Midvaal	6	24.1	15	75.9	21	44	125 127
Emfuleni	3	28	8	72	11	24	875 252
Mogale	3	33.3	6	67	9	27	224589
Lesedi	5	22	18	78	23	44	252 312
WESTERN CAPE PROVINCE							
Cederberg							131525
Stellenbosch							89120
Drakenstein							198 758
Outdtshoorn							135 985
Swellendam							102 528
Kannaland							191 254
Lainsberg							141 852
Swartland							248 541
Prince Albert							85 485
Bitou	3	12	24	88	27	28	75985
Bergriver	3	22	11	78	14	20	62000
Cape Aghulas	4	22	15	78	19	31	68 000
Cape Winelands	5	22	18	78	23	30	98 000
George	3	18	14	82	17	21	64000
Mosselbay	7	34	14	66	21	32	89000

Council	Female	%	Male	%	Total	Direct beneficiaries	Indirect beneficiaries
Overstrand	4	31	9	69	13	19	63500
KWAZULU NATAL PROVINCE							
Umzinyathi							325 658
Mbonambi							232 985
Mthonjaneni							198 252
Umlalazi							98 720
UMkhanyakude							152 593
eThekwini							1 121 458
Total	93	26	256	74	349	584	11 718 881.00

NB:

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

## Annex B: GL South Africa SWOT 2015

	<b>Strengths</b>	<b>Challenges</b>	<b>Opportunities</b>	<b>Actions</b>
<b>EXTERNAL</b>				
<b>Political environment</b>	Stable political environment	Corruption and bureaucracy	National Elections in 2018	Ensure that GL is able to locate the best space for operation
<b>Economic environment</b>	Fairly strong economy environment	Major class divisions, high unemployment rate	National Growth path new arenas of employment	GL to stabilise amidst economic uncertainty
<b>GL Programmes</b>				
Alliance	Strong alliance partner	Limited buy in from gender ministry	Deeping the women demand charter	Strengthen the developed indicators
Media	Dedicated GIME institutions	Limited buy in for the process in SA	GAMAG	Canvas and share findings of GMPS
Governance – 50/50	Strong movement to revive the campaign	Limited buy in for quotas from parties	Platform to advocate for these quotas	Ensure implementation and revival of the 50/50 campaign
Gender and local government COEs	Gender mainstreaming implemented in councils	Sufficient allocated resources	Profiling gender specific projects	Arrange for twinning and peer learning and cascading of the process
Justice	VAW Baseline study	Findings not shared very widely	Build on current findings for additional funding	Implementation of research at a National level
Entrepreneurship	Targeted women GBV survivors gained agency	Inconsistent attendance for the training by the women	Additional funding	Connect women to mentorship opportunities
<b>Partnerships</b>	Good relations with partners	Finding common area	Seek additional new partners	Establish common areas to create synergies
<b>Results for Change</b>	Strong RFC Data	Gaps in data analysis	Use of new M&E Tools	Effective RFC analysis
<b>INTERNAL</b>				
<b>Corporate governance</b>	Stable governance structure	Change in various structures	Innovative new ideas implemented	Effective change management
<b>Finance</b>	Good financial systems	Limited engagement with	New financial systems in	Ensure effective



		the systems	place e.g. Pastel	implementation
<b>Human resources</b>	Diverse Staff	High Staff turnover	Merge existing portfolios	Retention Strategies
<b>Offices</b>	Strong GL base offices	Downsizing	Satellites Offices	Innovative ways of working
<b>IT</b>	Good and well-funded IT	Increasing IT costs	Innovative ways of utilising IT	Effective usage of IT

### Annex C : INTERVENTION LOGIC

<b>GOAL</b>					
To contribute to the attainment of gender equality and ending of gender violence in South Africa in accordance with the provisions of the Post-2015 SADC Protocol on Gender and Development.					
<b>SPECIFIC OBJECTIVES</b>					
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 SA councils in 4 provinces	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		
<b>OUTCOMES</b>					
1. A <b>legislated quota</b> for women in national government through the 50/50 campaign ahead of the 2018 elections.	2. Women's <b>effective participation</b> enhanced through lobbying and advocacy on leadership and gender analysis skills.	3. <b>Gender responsive governance and accountability</b> enhanced through the SA councils becoming Centres of Excellence for Gender in Local Government.	4. <b>Sustainability</b> enhanced through capacity building of Gender Focal Points within the Councils backstopping of the process to the gender and local government ministries.	5. <b>The National Action Plan to End Violence against Women is cascaded to local level</b> through 30 COE's in the 4 provinces that cost these plans as part of a Gender Responsive Budgeting strategy.	6. <b>Gender is mainstreamed in media</b> training institutions and the proportion of women sources in the media increases by 9%.
<b>OUTPUTS</b>					
1.1 Records of 50/50 campaigns and their impact in 30 councils	2.1 Women politicians and champions are trained in lobbying and advocacy.	3.1 30 new councils go through to stage 1-10 of the COE process in four provinces	4.1 50 GFP plus 70 officials from councils and government departments are trained	5.1 30 costed local gender action plans responding to findings of VAW Baseline Study.	6.1.30 lives of women and children in the localities are improved
1.2 Advocacy and lobbying networks.	2.2 100 x Drivers of Change profiles	3.2 30 x Gender Score Cards and learning paper each year.	4.2 Development of new indicators in line with SDGs	5.2 20,000 attitude surveys administered at beginning and end of the programme.	Accurate data available on GBV Levels
1.3 passing of the WEGE Bill	2.3 x Gender Aware Leadership	3.3 6 district and 2 national summits x 600	4.3 Summit gains momentum due to	5.3 increase in the number of good practises submitted	6.3 knowledge shared and

	Scores	pp; 200 case studies	submitted case studies	yearly	documented
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