

GENDER LINKS

2015 ANNUAL REPORT



15 YEARS
OF SERVICE

GENDER LINKS
FOR EQUALITY AND JUSTICE

DRIVING CHANGE



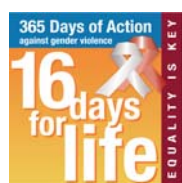
Formed in March 2001, Gender Links (GL) is a Southern African NGO, headquartered in Johannesburg, South Africa that promotes gender equality and justice across the fifteen countries of the region. Described in a 2005 external evaluation as a “small organisation with large footprints” GL took giant footsteps in 2008 with the establishment of a Francophone office in Mauritius, and regional advocacy office in Botswana, headquarters of the Southern African Development Community (SADC). By March 2012, GL had established a Lusophone base in Mozambique, and offices in Lesotho, Madagascar, Namibia, Swaziland, Zambia and Zimbabwe. The organisation has 50 staff, 30% of these men. The 12-member Board chaired by Emily Brown from South Africa/Namibia comprises nine SADC nationalities, 25% of whom are men.

GL is recognised globally for bringing together a coalition of gender NGOs that campaigned for the elevation of the Southern African Development Community (SADC) Declaration on Gender and Development into a Protocol with 28 targets to be achieved by 2015. GL coordinates the Southern African Gender Protocol Alliance that brings together national coordinating networks; regional theme clusters and interest groups to lobby for the implementation of the Protocol, Southern Africa's roadmap for achieving MDG 3 - gender equality. GL mainstreams the targets of the Protocol in its three core programme areas - media, governance and justice. In 2015, the Alliance began a campaign to strengthen the Protocol in line with the Post-2015 agenda.



In the media programme, GL has conducted ground-breaking research on gender in the media and media content, as well as in media education. GL is currently working with 108 Centres of Excellence for Gender in the Media. Media training institutions and NGOs “connect, collect and collaborate” through the Gender and Media Diversity Centre (GMDC) that hosts seminars; produces a journal and is a world class knowledge exchange centre. The GL News Service, in English, French and Portuguese, gives voice to women and men around the region who often fail to access the mainstream media, especially through GL's special brand of “I” stories or first hand accounts.

Following two pioneering pieces of research on gender and governance, GL is now working with 430 Centres of Excellence for Gender and Local Government. Learning from the four Gender and Media Summits that showcased good practice in changing gender relations in and through the media, the governance programme has hosted three Gender Justice and Local Government Summits, including (in 2012) six country summits before the regional summit. In 2013 GL combined the summits into 12 national and one regional SADC Gender Protocol@Work Summit. In 2015 the SADC Protocol@Work summit GL held the summit for the first time outside Johannesburg, in Gaborone, Botswana.



GL's pioneering work in developing strategic communications campaigns linked to the Sixteen Days of Activism on gender violence has grown to include initiatives to ensure sustained, year-long campaigns for ending gender violence and indicators for measuring the impact of this work. These indicators are being cascaded to local level 365 Day Campaigns to end gender violence. In 2014-2015, GL broke new ground with a pilot project to train 1500 survivors of gender violence in entrepreneurship as a way of reclaiming their agency and expanding their range of choices.

In October 2010 GL won the “Investing in the Future Award” administered by the Mail and Guardian newspaper for its Gender Justice and Local Government Summit. In 2009 GL received the “Top Gender Empowered Government Agency or Parastatal Award” from the Top Women Awards. GL has twice been a finalist in the “Drivers of Change Award - Civil Society Category” administered by the Mail and Guardian newspaper and the Southern African Trust. In 2013 the African Union recognised GL's outstanding contribution to women's rights in Southern Africa, while SouthAfrica's CEO magazine named GL CEO Colleen Lowe Morna “the most influential woman in South Africa and Africa in the civil society category.” In May 2014, the Golden Key International Honour Society conferred honorary membership on Lowe-Morna. Other honorary members include former US President Bill Clinton and Archbishop Emeritus Desmond Tutu (Nobel Peace Prize Laureate). In October 2015, the Alliance won the runner up Drivers of Change award in the civil society category.

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Gender Links - Celebrating Fifteen Years of Service



1 An independent, strong, vibrant, principled self-sustaining organisation contributing to a free, democratic Southern Africa based on equity for all.



2 A leading African NGO and globally renowned centre of excellence on gender mainstreaming, with over 120,000 direct beneficiaries.



3 An organisation with offices and operations in all 15 SADC countries, and reaches out to all the corners and villages where the majority of women are found.



4 A voice of the voiceless, especially women who constitute the majority of those globally who are denied a voice.



5 A champion of the SADC Protocol on Gender and Development that is being updated to include the Post 2015 Sustainable Development Goals, with a strong Monitoring, Evaluation and Results Framework (MER).



6 A backbone of the women's movement through the Southern African Gender Protocol Alliance that tracks progress through an annual barometer.



7 A global and regional thought leader on gender and the media, through chairing GAMAG, and 108 Centres of Excellence for Gender in the Media, including twelve public broadcasters.



8 GL has singularly put gender on the local government agenda through 432 councils that have joined the Centres of Excellence movement.



9 The Centres of Excellence for Gender in Local Government reach nearly 40 million people or 34% of the population in the ten countries where they are found.



10 GL has pioneered a way of measuring gender tested in seven SADC countries, and used to strengthen 365 day National Action Plans for Ending Gender Violence.



11 GL has helped over 1000 survivors of gender violence to reclaim their lives through entrepreneurship training linked to local economic development.



12 GL is an NGO leader in gathering and communicating results through innovative use of IT. The GL website has had over 2 million website views. GL's list serve boasts 18,000 contacts: 65% women and 35% men.



13 A people centred-organisation that has grown and trained dozens of young staff, interns and consultants to become gender champions of change.



14 A champion of good institutional governance, systems and financial management, with 15 years of clean audits.



15 A bird with two wings: one not for profit and the other generating revenue to help sustain the organisation.



We believe we can fly!
We believe we can touch the sky!
We will spread our wings and fly away!



An organisation worth supporting



"I write to express my support for the work by Gender Links to enhance the status of women in the SADC region generally and in particular their pioneering work on the economic empowerment of survivors of gender violence.

I have known this award-winning organisation from its humble beginnings in 2001, to the major regional force that it is in Southern Africa today. The growth to ten offices, with programme work in all 15 countries of the region (including Francophone and Lusophone) is a tribute to hard work, vision, strategy and leadership.

GL has succeeded in linking the dots from global (through its work on gender indicators for the SDGs) to regional (through its leadership of the SADC Gender Protocol Alliance), to national, to local (through the 425 Centres of Excellence for Gender in Local Government that it has given rise to).

Known for its innovative and applied research GL, working with credible academic partners like the Medical Research Council in South Africa, pioneered a method for measuring gender violence that has been rolled out in seven countries. Aspects of this study have been applied to the organisation's ground breaking work on entrepreneurship as a way of providing survivors of gender violence with economic choices.

The African Development Bank has quantified economic losses on the continent as a result of GBV. Conversely we believe there can be no better way to help women reclaim their lives than by having the confidence to start a business.

I was privileged last year to be a key note speaker at a breakfast meeting to share initial results of the *Empower women, End Violence* project in South Africa. I heard at first hand survivors talk about how violence had eroded their sense of self-worth, and conversely how this project had helped them to regain their confidence, leave abusive relationships, or improve their negotiating ability in the home. The assessment of the pilot phase shows that 66% of the 1300 women who went through this unique life skills and business development programme increased their income and over 80% say they now experience less violence.

These are promising results that deserve to be up-scaled, learning from the lessons of the first round, such as the need to be clear about inputs expected

from the councils. The proposal to link the women through mobile technology, and forge ties with the private sector is one that we greatly welcome at the AfDB. The project touches on several pertinent points for the Post -2015 agenda: ending violence, local economic development, sustainable development, use of IT, gender equality and capacity building as well as partnerships with the private sector.

As a past recipient of the UNWOMEN Fund for Gender Equality (and waitlisted finalist in the 2015 round) GL has an excellent reputation for its focus on results and financial accountability. I should add that over the last year the AfDB has made use of GL Training through its GL Services arm. During 2015, GL provided gender training for my team, operational and non- operational staff in French and English, in South Africa and Abidjan.

GL provided a professional service with an inspirational quality that has given us the jump start we needed at the AfDB for our gender mainstreaming efforts. Much of this is due to the hands on examples and experience from the field that GL staff bring to their work. GL hosted the Johannesburg training at the GL Cottages, part of GL's sustainability efforts reflecting the deliberate efforts not to be totally reliant on donor funds. We were very pleased with the customer service, spirit of enterprise and purpose that characterise GL and all its units.

In an environment of shrinking funding for women's rights organisations at the very time this is most needed I have no hesitation in recommending one of the few indigenous Southern based WRO that has a strong track record of action and results.

- Geraldine J. Fraser-Moleketi, Special Envoy on Gender, African Development Bank.



African Development Bank staff undertaking gender training at the GL Cottages. GL Mauritius Manager Anushka Virahsawmy (right) co-facilitated the training.

Photo: Colleen Lowe Morna

CHAIRPERSON'S REPORT



This is my first report as Chairperson of GL (beginning June 2015), but my observations are based on fifteen years of watching this remarkable organisation grow, evolve, confront challenges, and persevere.

2015 will indeed go down in the annals of our history as a tough year. We had to step back in order to step forwards in our succession planning. We faced a major funding crisis at the end of the year following the news that the Dutch government's second Funding for Leadership Opportunities (FLOW) fund had been awarded to nine mostly Northern-based NGOs, leaving most of the 35 former FLOW 1 grantees, including Gender Links, reeling.

We were reminded that tough times do not last; tough people do. 2015 became a test of our strength and unity, of our roots and of our resilience. We took bold steps to strengthen our association and board, as well as revise our Memorandum of Incorporation.

Our staff kept the faith, and our CEO mounted a far reaching fund-raising campaign that has raised the profile of the funding needs of middle size, Southern-based Women's Organisations that work across several countries, in collaborative and networked ways. In 2016 we will celebrate our fifteenth anniversary with our heads and our hopes up high, knowing that our services are vital, needed and valued as we march into the Post-2015 era.

Each year, GL staff and Board undertake an internal assessment or "health check" of the seven key strategic pillars. These are our strategic positioning; governance; partnerships; programme of action; results for change; sustainability and diversification. The questionnaire is based on due diligence assessments that we routinely undergo with, and for, our funding partners. We track these scores year on year (see table at Annex A of this report). During 2016, GL will have an external evaluation, as has been the practise every five years since GL's inception. We look forward to this important external mirror on our work.



The graph summarises the self-assessment scores for each pillar over the period 2009 to 2016. This shows that despite the challenges experienced by GL in 2015, the overall score increased from 83% in 2009 to its highest level (87%) in 2015. This

underscores GL's resilience and a sustained level of confidence through the lean times.

I am pleased to note relatively even scores across all pillars, each of which is equally important. Its

especially pleasing to see the high score on sustainability and diversification, buoyed no doubt by news as we went to press that the Dutch government is creating a 40 million Euro fund specifically targeting southern NGOs.

Last year the Chair reported that Governance is the only area of GL's eight strategic pillars in which there has been a decline in the score over the five years in which GL has conducted this self-assessment. In response, the Association met in August 2015 and took a number of measures to strengthen corporate governance that will be elaborated upon in my report. I am pleased to note that governance scored 84%, up from 79% in 2009.

Our aim

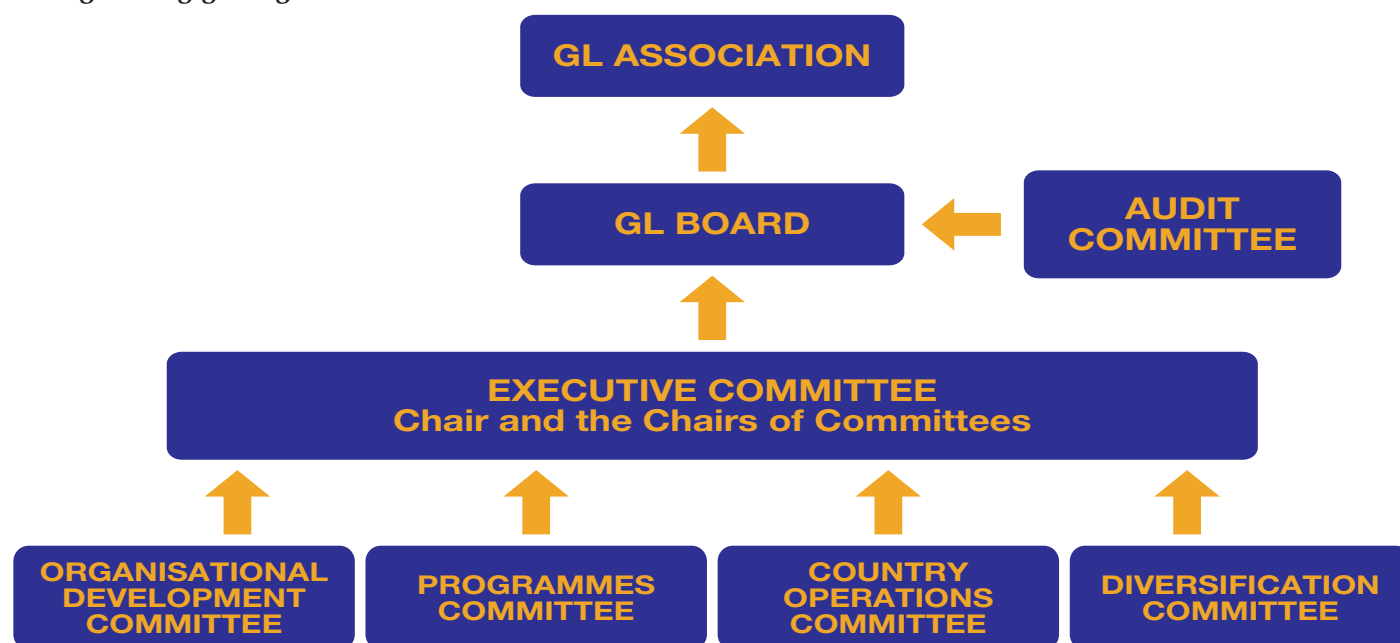
GL aims to have a strong governance system that supports Gender Links strategic objectives and policy formulation in order to protect the interest of Gender Links stakeholders and the beneficiary public. Specific objectives include to:

- Strengthen the Board structure in order to support GL new organisation structure of two wings, the NPO and Social Enterprise.
- Strengthen strategic focus and engagement through sub-committee structures.
- Enhance Board effectiveness through training and orientation provided in a timely manner to ensure Board has the "skills set" and "experience".
- Establish Annual board performance and self-evaluation processes.

Registration

GL is registered under the South African Companies Act 1973. GL is also registered as a Non-Profit Organisation under the Non Profit Organisations Act 1997 (Act 71 of 1997). Gender Links has registered branch offices in Botswana, Lesotho, Madagascar, Mauritius, Mozambique, Namibia, Swaziland, Zambia and Zimbabwe. Gender Links Services comprises GL Resources, GL Advisory Services, the Gender Links Training Institute, and the GL Cottages. It is not a separate entity.

Strengthening good governance



Policy framework: As required by the Companies Act of South Africa, GL adopted a new Memorandum of Incorporation (MOI) in April 2012. The Association reviewed the MOI in 2015, to strengthen oversight and accountability of the Board. GL adopted a Conflict of Interest Policy later expanded into a Zero Tolerance for Corruption Policy. GL subscribes to the International Aid Transparency Initiative (IATI) that requires us to post our income and expenditure on the IATI website every quarter. GL now has a Green Policy that we are seeking to mainstream in

the way we work as well as our programme work in much the same way as our HIV and AIDS policies as well as our gender policy. All of GL's policies are publicised on the website: <http://www.genderlinks.org.za/page/institutional-effectiveness>.

Strengthening the Association: At its meeting in August 2015, the association considered a number of measures to strengthen its oversight of GL, reflected in the following resolutions:

- The MOI be amended and is hereby amended to provide for an Association Chairperson to be elected by members to preside over the Association meetings.
- Kubeshni Govender be appointed and is hereby appointed as the Association's Chairperson with immediate effect for a term not exceeding three years after which she can stand for re-election.
- The MOI be accompanied by guidelines on membership to include persons with in-depth knowledge of GL work, including the long serving former staff members with demonstration of knowledge of GL and who have skills to contribute to the association, as well as ex-board members who have served and willing to continue contributing as members of the Association.
- The Association establish a nominations committee comprising the Chairperson and the two most senior members of the Association.

Board structure and profile: In 2012, with the expansion of GL offices on the back of local government work, the GL Board restructured and appointing several Country Board Members (who provide strategic guidance to countries, act as signatories to accounts) as well as those chosen for their expertise. In terms of the new MOI, Board Members serve for a period of three years, after which they have to stand for re-election. 2015 therefore provided an opportunity for the Association to re-assess this strategy: in particular key criteria for the selection of GL Board Members. The Association agreed that competence and performance should

take precedence over geography. Key criteria agreed included:

- Demonstrated commitment to the struggle for gender equality and all forms of diversity. While GL strives to ensure 30% men in its staff and Board, these men must have a demonstrated commitment to gender equality, including links to the men for change movement.
- Grounding in GL's programme work, and value add in its Post-2015 strategic focus.
- Organisational and or financial skills.
- Opening new areas of work - for example in Malawi, where GL does not have an office.



From left: Kubeshni Govender, Chair, GL Association; Rethabile Pholo; Emma Kaliya; Emily Brown; Magdeline Madibela; Colleen Lowe Morna (CEO); Thoko Mpumwana; Sara Longwe and Loga Virahsawmy (GL Board members). .
Photo: Thandokuhle Dlamini

KEY DATA	INSTITUTIONAL SKILLS			PROGRAMME SKILLS			GEOGRAPHICAL ORIGIN				
							Francophone	Lusophone	Anglo - GL has offices	Anglo - GL has project sites	Anglo - GL has no offices (Tanzania and Malawi)
Board member	Length of service	Sex	Gender track record	Finance	HR	Organisational	Alliance	Media	Governance	Justice	
RE-ELECTION											
1 Emily Brown	4 years	F									
2 Loga Virahsawmy	12 years	F									
3 Sara Longwe	3 years	F									
4 Rethabile Pholo	3 years	M									
5 Thoko Mpumwana	4 years	F									
6 Pat Made	15 years	F									
STILL SERVING											
7 Marta Cumbi	2 years	F									
8 Ntombi Setshwaelo	1 year	F									
NEW											
9 Magdeline Macibela	New	F									
10 Emma Kaliya	New	F									
11 Mbuyiselo Botha	New	M									
AUDIT COMMITTEE											
Adrian Dowie	New	M									
Robinah	New	F									

As illustrated in the table, the 2015 Board appointed by the Association increased from 10 to 11 members, with one Board Member sitting on the three member Audit committee that includes two external directors. There are 3 men (25%). The Board Members come from nine SADC countries, including one (Malawi) where GL does not have an office. They span a broad range of skills, including a stronger set of financial skills than in the previous Board. The average age of the Board and average length of service are now much lower. The Board only has one member who has served for more than ten years. Five board members are serving their second term; two are still serving their first term; and three board members are new. This reflects a healthy balance between new leadership and continuity.

GL welcomed the appointment of new board members who have greatly enhanced our credibility and skills set. These include Magdeline Madibela, former head of the SADC Gender Unit; Mbuyiselo Botha, a well-known men-for-change advocate; and Emma Kaliya, chairperson of the NGO Gender Coordinating Network in Malawi and chair of FEMNET.

Strategic versus operational roles: Following the 2012 decision to appoint a number of Country Board Members many of whom performed operational roles like being signatories to the local accounts, the Association resolved that:

Board Members be excluded from Executive duties of the company and not be signatories in their respective countries where this is still the case (Mozambique, Zambia, Lesotho and Botswana). This may be phased in consistent with staff capacity in each country and the need to ensure segregation of financial duties.

The audit committee: The MOI provides that the Company shall elect an audit committee at each AGM comprising at least three members, who are satisfy requirements of section 94 (4) or 94(5) of the Act. In terms of the Companies Act the Board must have finance qualifications, and no link to GL's finances for at least a year (this excluded GL Board members who are signatories to GL accounts). On 22 June the Board decided to advertise for two independent members in addition to the Chair of the Committee Adrian Dowie, a chartered accountant with a private sector background. This led to the appointment of one additional member. To keep the size of the Board in check, the Association appointed a new Board Member with finance, donor, and programme implementation experience to the audit committee, giving a total of three members.

Other committees

To enhance the Board's oversight and strategic guidance of the organisation, the Association resolved that:

The Chairperson of the Board of Directors be empowered and is hereby empowered and tasked with leading the Board of Directors in organising itself into roles and responsibilities in the various key Board sub-committees in addition to the Audit and Risk Committee, in accordance with organisational and programmatic needs, to assist it in discharging its duties and responsibilities. The Board should recommend to the Association the sub-committees so established.

The Board in 2015 recommended to the Association that in addition to the Audit Committee the Board have a programmes; organisational development; country operations and diversification committee. The Board further recommended that the committee chairs, together with the Chair, constitute the Executive Committee.

Key board resolutions in 2015

- The GL Board will now meet twice a year.
- Delegation of Authority for Audit Committee Chairperson to Approve Gender Links Finance and Human Resources Policies.
- Appointment of Statutory Auditors.
- Appointment of Internal Auditor.
- Risk management register.
- Investment of funds into the Allan Gray LISP Account.
- Authorisation for the Head of Corporate Services and CEO to make decisions on investing surpluses from the reserve fund and income generating units in strategic investment instruments on the advice of the investment advisor and on behalf of the Board of Gender Links so as to maximize the gains of investing at opportune moments. Such decisions must be reported on and reviewed at the quarterly audit committee meeting.
- Opening of Foreign Currency Bank Accounts for Gender Links in United States Dollar (USD), EURO and GBP to hedge against exchange rate losses.
- All GL salaries from 2015 be computed in US dollars to prevent further losses and discrepancies in salaries between different offices in the region as a result of fluctuations in exchange rate.
- Growing of the Endowment Fund and Board Members Commitment to assist.
- Appealing the FLOW decision individually and joining eleven other WRO in a joint appeal.
- GL Operational Costs Cutting Measures.
- Foregoing of Board sitting fees in 2015 in light of the organisations funding crisis.
- The Organisational Committee constitute a remuneration committee to include a representative from the audit committee.

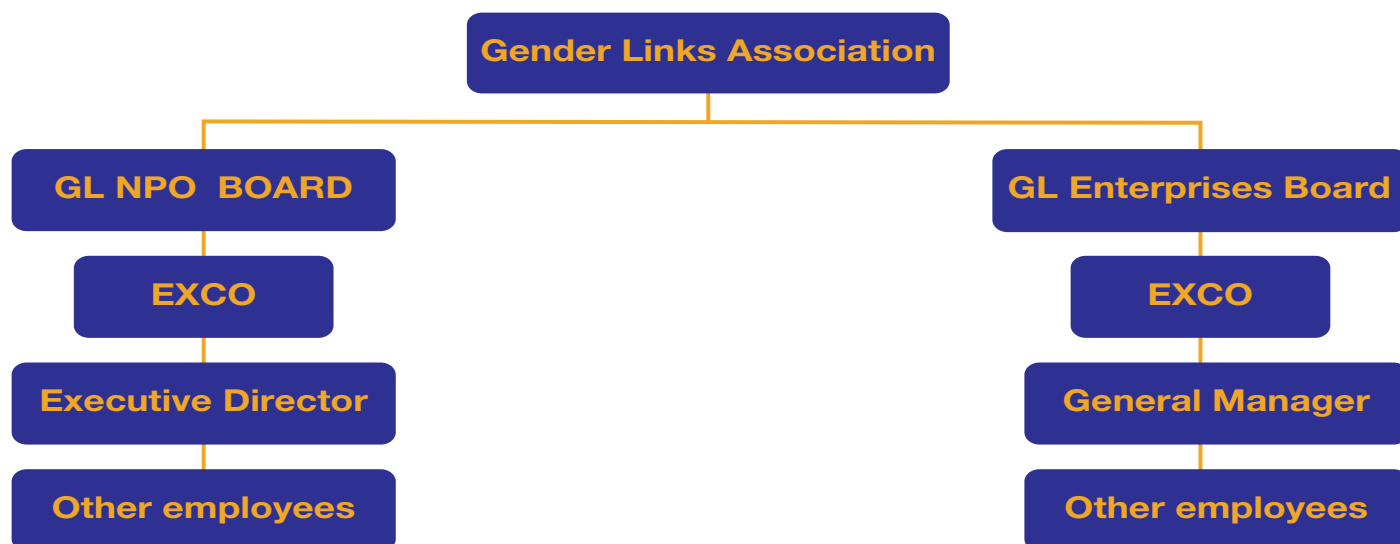
Organisational development

Following the May 2014 GL Board meeting, at which the founding CEO expressed a desire to step down from leading the NGO, and to put some time and energy into the diversification portfolios as part of an exit strategy, GL sought the services of a head hunter to recruit an Executive Director to head the NGO. Following a thorough interview process, the Board appointed a new ED. Unfortunately the new ED faced personal challenges relocating to South Africa and stepped down in November 2015. During this process, the Board reflected on the need for greater structural clarity and on the skills required to run the NGO, notably programme content, proposal writing and fund raising.



The Mauritian office showing their appreciation to Colleen Lowe Morna's dedication as their CEO.
Photo: Sakinah Caunhye

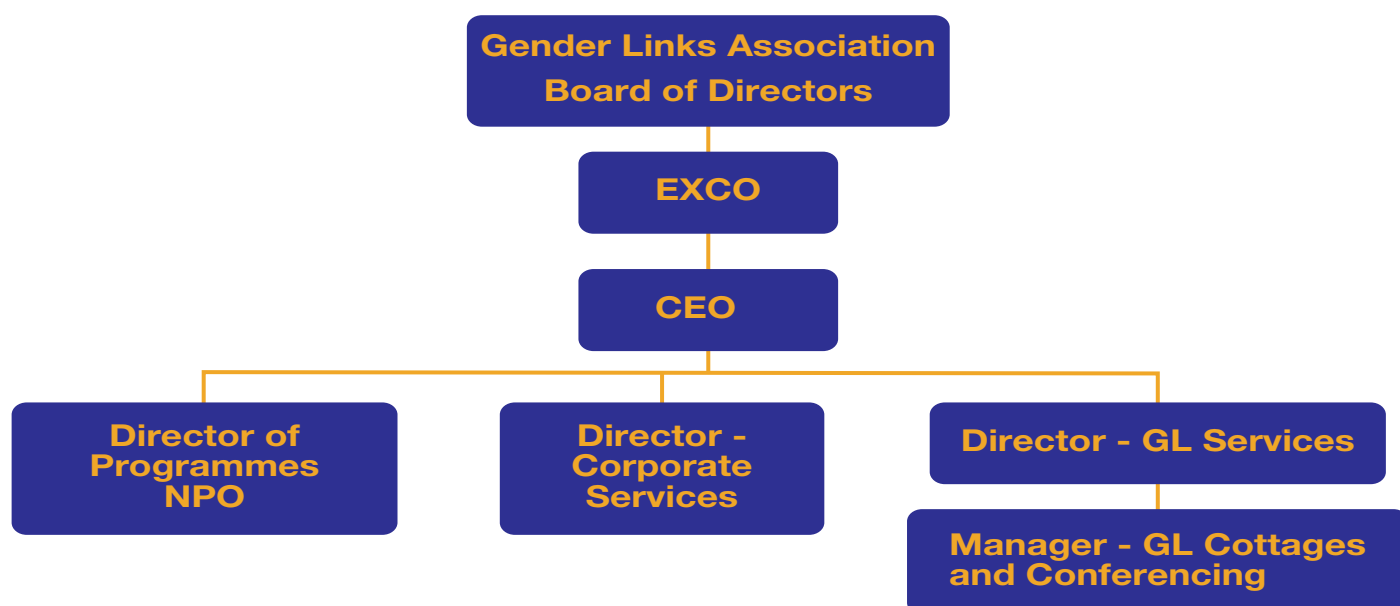
Two board option - this would have legal and tax implications



Structure opted for - unified board and parallel management structure



An interim and /or more realistic structure?



On the advice of an organisational development consultant, the Board had opted not to have two separate boards for the non-profit and income generating units of the Board as this had legal and tax implications. However, while opting for a unified Board, the Board also initially opted for a dual management structure. In hindsight the Board felt this had not been the best decision to take, as the Board does not have the capacity (or the mandate) to provide hands-on supervision and oversight of two executives. We re-examined the model and decided it best for now to have a CEO and three directors: programmes, corporate services and services.

The Board requested the founding CEO to remain in her post for at least another two years while this structure is put into place. Within a month of this happening, we faced a 30% funding cut. GL required all the institutional memory and clout it could muster to pull through. We are fortunate that this more incremental structure had been put into place before this storm hit as the damage may have been greater.

As you will read in this report, we have a lower budget in 2016, and 30% cut in our programme staff compared to our peak year (2011). However, GL has managed staff movements mostly through natural attrition, out sourcing, and pulling in interns/volunteers where needed. We have also streamlined our programmes, and cut costs on several fronts to ensure that we still deliver the best value possible to our beneficiaries.

For 2016 we plan to:

- Review the MOI to incorporate key decisions in 2015, e.g. membership and Chair of the Association.

- Expand the membership and engagement of the Association.
- Grow and sustaining the work of the GL committees.
- Recruit a director of programmes.
- Source appropriate skills for the diversification portfolios, holding on a full time post until our funding is more clear.
- Strengthen performance commitments by Board Members, especially with regard to alternate fund raising.
- Drive a major new thrust on corporate and fund raising and philanthropic giving, with a goal of substantially increasing the size of the GL Endowment Fund, that opened at R8 million, by 2020.

May I take this opportunity to thank the former chairperson, Dr Muna Ndulo, who handed over to me an organisation with such in-built resilience. My thanks also to Association Chairperson, Kubeshni Govender for her hands-on guidance and support to the Board. My fellow Board Members bring a new meaning to the word commitment. Thank you for the way you have all rallied around GL, including foregoing your own fees, to make sure that we pull through this rough patch. The GL Staff and CEO remain the mainstay of this organisation. Thank you for your hard work and dedication. As Dr Ndulo would have said: “work never betrays the worker!” Finally, to all our partners, and those we work with: we are who we are because of you! May the spirit of Ubuntu, that has brought us thus far, see us through to a region in which women and men are able to realise their human potential in public and private spaces!

Emily Brown
Gender Links Chair



Singing to the same tune - GL staff celebrate the new year.

Photo: Thandokuhle Dlamini

Listening, learning and influencing - fifteen years later!



Listening and learning: Emily Brown and Justine Hamupolo of OutRight Namibia practising on the media monitoring tool. Photo: Thandokuhle Dlamini

Ellen J. Kullman, CEO of E.I. du Pont de Nemours and Co., in the USA, and a former Director of General Motors, said: “With kids, they don't do what you want them to do when you want them to do it. Organisations don't necessarily either. You've got to listen. You've got to learn how to influence.” The listening, the learning and the influencing resonated with me. Thoughts of GL's early days brought to mind the informal meetings - often during breaks at a workshop or conference or in a campus newsroom - that would result in proposals, concept notes and draft work-plans. Time, to GL, was always and still is, a precious commodity, and outputs and outcomes were the order of the day.

It was the first week in May 2001, and Namibia was observing World Press Freedom Day, as well as the 10th Anniversary of the “Declaration of Windhoek on Promoting an Independent and Pluralistic African Press”. The Media Technology Department at the Polytechnic of Namibia (now the Namibia University of Science and Technology) took advantage of the fact that media experts, representatives of UN agencies, donors, trainers and journalists would descend on the capital city of Namibia, Windhoek. We took advantage of this fact and organised a two-day Media Trainers' Workshop just prior to the commencement of the Windhoek +10 event. The workshop was organised to hear the views of media experts regarding our draft journalism curriculum that was being prepared for implementation in January 2002.

As I seem to recall, it was definitely not a gender-aware journalism curriculum. Colleen Lowe Morna, CEO of Gender Links was present, and this was the start of a partnership that, to this day, holds a great deal of significance for the University and its people. The next step was to formalise the partnership with the signing of a Memorandum of Understanding by the Vice-Chancellor and the CEO of GL. One of the first outcomes of this partnership was the publication

“Gender in Entry-Level Journalism: Lessons from the Polytechnic of Namibia's Department of Media Technology/Gender Links Pilot Project”, edited by Colleen Lowe Morna and Pauliina Shilongo.

The view expressed by Sheryl Sandberg, *Facebook's* Chief of Operations, that: “Leadership is about making other's better as a result of your presence, and making sure that impact lasts in your absence”, is possibly the starting point of GL's successes. We have all been so honoured and fortunate to have a leader of the stature and calibre of Colleen. She's all too acquainted with the need to ride shanks' pony if it means that the nature of GLs work would be clearly illustrated and understood, outcomes delivered.

Governments, especially in the SADC region, have benefited immensely from the relevant research undertaken by Gender Links. Projects such as the Baseline Study on HIV and AIDS and Gender, the SADC and Gender 2005 Campaign, the National and Regional Gender Summits, and the Gender in Media Education Audit, among others, all served to enlighten leaders in government and civil society. At the 4th National Gender Summit held in Windhoek, Namibia, Agatha Moetie, President of the Namibia Local Authorities Officers (NALAO) said: “Gender Links makes our work easy. We complete our scorecards annually to ensure that the (Gender) Barometer would capture what is happening in our towns”. Carmen Diaz, former Spanish Ambassador to Namibia said at the same event that the Embassy of Spain has seen the need to support the work of Gender Links, and seeks to consult with them in their work to address gender disparities.

A telling phenomenon in terms of the work of Gender Links is the diversity of women and men, the young and the not-so-young participants at the various events and initiatives organised and facilitated by Gender Links. Some of the most talented staff members cut their teeth in GL and became sought-after professionals to fill positions in other similar organisations. What a training ground GL has been and still is - just ask the interns who have been hosted there for months at a time.

Forming part of the women and men serving on the Board of Gender Links makes one part of a privileged few who get to see first-hand how an innovative team goes about their work. Whether in the Media- or Finance Department, or preparing meals in the kitchen of the GL Cottages, there is a sense of purpose and commitment among the staff members. This is where GLs real strength lies - in its people, and we are so fortunate to be part of a team with so much potential.

- Emily Brown, GL Chair

I called 2015 “Back to the future” in my annual Learning Journey. At GL one of our mottos is that “if you fail to plan, you plan to fail.” We planned very well in 2015. But some of our plans failed to materialise, due to a combination of factors, some beyond our control, others that contributed to one of the best forms of organisational learning: that is learning the hard way. As elaborated in the Chair's report, our succession plans did not work out as we planned. The funding crisis that hit us shortly after left us in a tailspin at the end of the year. 2016 will no doubt be a major test of our resilience.

Every system we put in place to cope with a crisis is being tested. As founding CEO of GL and one who had hoped to be easing out through working only on our diversification GL Services portfolio this year, I have reached the conclusion that my personal learning journey could not be complete without the systems that I have worked to put in place over the last fifteen years being tested. When the going gets tough, the tough have to get going, and that is what we are doing.

At the heart of this crisis is the 27% funding cut we woke up to in 2016, as a result of being one of 33 FLOW 1 grantees that failed to have their grants replenished in the second round of this fund announced in December 2015. In the short term, we have had to make rapid adjustments, adopting the motto, “doing more with less, and doing it better”, and drawing on every one of the Value for Money principles that we have been espousing to keep the work moving despite the stresses we are feeling. So far, I am relieved to report that every prudent risk management measure put in place is helping us ride the tide.

In the medium term, we have been part of the appeal against the FLOW 2 decision that has evolved into an important global campaign on funding for WRO.



Colleen Lowe Morna

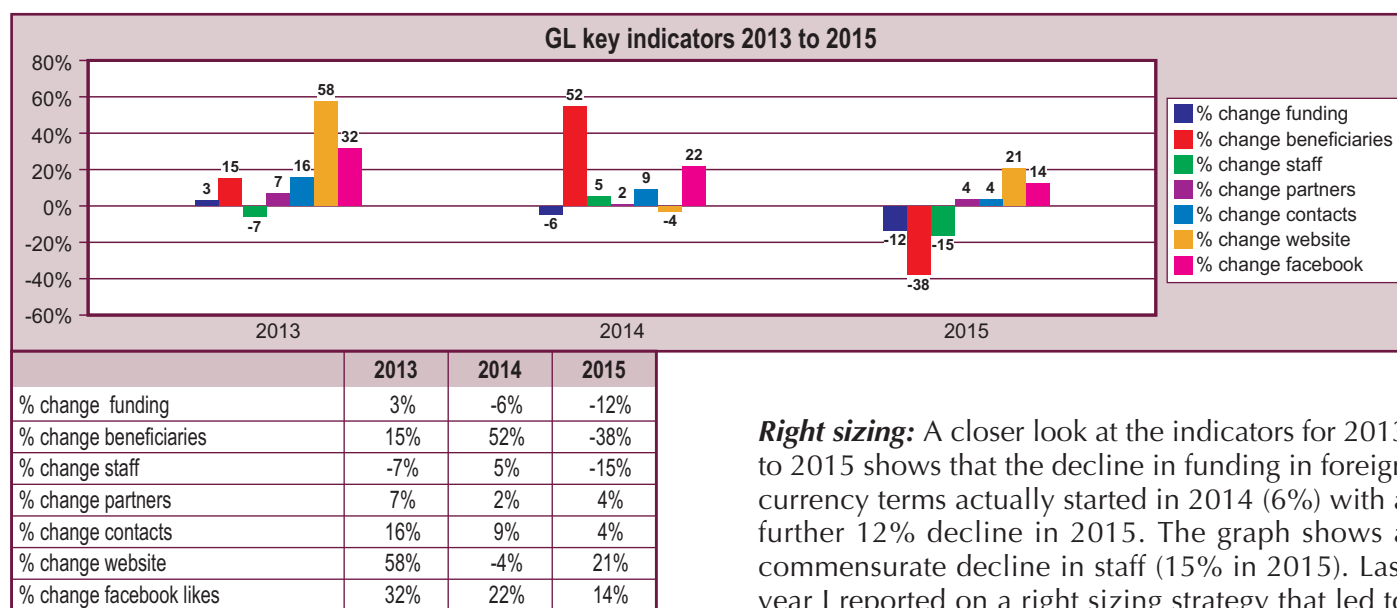
For the longer term, we are aggressively pursuing the strategy we had already embarked on in 2015 - alternate sources of funding such as corporate and philanthropic sources that might be used to beef up our endowment fund.

I will touch on each of these briefly in this overview report. More detail can be found in the final section of the Annual Report on Finance and Sustainability. The sections that follow draw on the data in the table for 2003, one of our earliest full years of operation, and 2012 to 2016 (with most 2016 data provisional). In general what these figures show is the phenomenal growth of GL (funding, staff and beneficiaries) from 2003 to 2012, and then a tapering off of every one of these indicators from 2014 to 2016. Because the rand exchange rate to major currencies has been so volatile in the past two years, we have computed funding in Euro to give a more accurate picture of trends with regard to funding.

GL KEY INDICATORS 2003 to 2016

	2003	2012	2013	2014	2015	2016
Financial indicators						
Funding in Euro	665 901	5 050 394	5 204 134	4 867 735	4 300 885	3 152 895
% change year on year		658%	3%	-6%	-12%	-27%
Total no of donors	9	11	14	17	20	16
No. of funding applications made		34	17	30	38	Pending
Netherlands contribution (EURO)	0	905 999	1 363 870	1 644 800	1 234 800	0
% Netherlands government contribution	0	18%	26%	34%	29%	0
Smallest grant (Euro)		27 658	9 866	9 013	3 878	11 765
Largest grant (Euro)		76 184	1 040 160	1 444 982	1 530 755	981 179
Beneficiaries						
No. of local government COEs	0	190	312	381	432	432
No. of media COE		102	115	108	108	108
No. of direct beneficiaries	154	12 864	14 791	22 453	13 969	Pending
% change from year on year		8 253%	15%	52%	-38%	
Institutional indicators						
No. of staff	6	60	56	59	50	48
% change year on year		900%	-7%	5%	-15%	Pending
No. of offices	1	10	10	10	9	9
Outreach indicators						
Partnership agreements		132	141	144	150	Pending
% change partner agreements			7%	2%	4%	
No of contacts on the list serve		13 757	15 952	17 377	18026	
% change partner agreements			16%	9%	4%	
Website hits		341 785	540 202	517 911	627 718	Pending
% change website hits			58%	-4%	21%	
No. of facebook likes		1 883	2 483	3 023	3 440	Pending
% change facebook likes			32%	22%	14%	

Doing more with less; doing it better



The 2015 figures in the graph show declines in funding, beneficiaries and staff, but an increase in partners, contacts, website hits and facebook likes. This chart underscores our 2016 message: that having less money and less staff does not automatically result in lower impact. Rather, we need to work smart, and leverage better what we have. Hence our 2016 theme: doing more with less, and doing it better. These are some of the measures we have taken:

Right sizing: A closer look at the indicators for 2013 to 2015 shows that the decline in funding in foreign currency terms actually started in 2014 (6%) with a further 12% decline in 2015. The graph shows a commensurate decline in staff (15% in 2015). Last year I reported on a right sizing strategy that led to the full time staff complement being reduced through natural attrition while our data base of consultants and associates grew. This helped considerably in reducing the risk of retrenchments after the FLOW 2 shock. At the end of 2015, two staff indicated they would not renew their contracts. We did not replace them. During the course of the year, we redeployed two support staff to the GL Cottages (the driver and procurement officer), redesigning their job descriptions to include income-generating logistics and event

coordination that would cover the costs of their salaries. As a result of these proactive measures, we renewed all but two staff contracts in 2016, although some could only be renewed for six months.

By April 2016 we had been able to reappoint one of the staff members whose contract had not been renewed, and to extend the six month contracts to one year, thanks in large measure to a grant from DFID Southern Africa, complementing our DFID Programme Partnership Arrangement (PPA) that comes to an end in December 2016. I thank both DFID and the staff of Gender Links most sincerely for their generosity and patience.

One of the dangers of operating in crisis mode is the extent to which this impairs long term strategic thinking. I am immensely grateful that we have a visionary Board that continues to think long term even when the numbers do not seem to add up. The Board realised that it is important to reward and recognise the work of fewer staff carrying heavier loads through a job evaluation and quoting all GL salaries in dollars to ward against exchange rate losses, especially for professional staff. This went a long way in lifting staff morale in January 2016.

GL has also not lost sight of its succession planning strategy. We advertised and are interviewing for a Director of Programmes. During the 2016 Board meeting we will revisit the organisational structure outlined in the Chair's report. There is a fine line between slimming down and anorexia. Growth and succession require a senior cadre of staff to help us stabilise, consolidate, and re-position for Post-2015.

Cash flow and diversification: Had it not been for our diversification strategy, we would not have been able to cope with the cash flow crisis that GL faced for the first time in its history in the first quarter of 2016. In addition to FLOW, GL had a UNWOMEN Fund for Gender Equality (FGE) and three EU grants closing in late 2015/early 2016. Altogether these required forward spending of R7 million, to be claimed upon submission of reports and audit of those specific donors.

I stood guard of our Endowment Fund, not wishing to deplete the principal of our hard earned piggy bank, a fund of approximately R8 million that has been put together through interest, VAT returns, sale of publications, consultancy work and operating profits from the GL Cottages. We also avoided taking costly bank loans. Instead, we drew on recent surpluses in the GL Services units that had not yet been invested in the Endowment Fund to tide us over. GL management also worked hard to complete donor reports and audits, so that forward spent moneys could be replenished and cover those still outstanding.

Careful cash flow management in the first quarter on 2016 helped us to stay afloat. As I write, we have closed off on both the FGE and FLOW 1 grants, with excellent recommendations from both (see for example excerpt from our FLOW 1 grant managers). Such commendations are important for our further fund raising efforts.

Again, short term belt tightening that could have led to tunnel vision. However, the Board acted on the recommendations of the audit committee to stabilise GL's long term financial management through opening foreign currency accounts in pounds, dollars and euros. As I write this measure is now in place, and will challenge us to manage cash flows even more effectively, to protect the value of the moneys we receive.

Operational and capital costs: Belt tightening has helped us to go back to the drawing board and examine all our operational and capital costs, quite high in 2015 as a result of several systems changes and upgrades, for finance, M&E and the new website. These have mostly been funded by the PPA, DFID's strategic funding window that closes at the end of 2016. GL is fortunate to be the only southern-based grantee of the PPA. We have benefited enormously from the support, financially as well as the access to learning partnerships, knowledge and ways of working. During the final nine months of the grant, we have set ourselves several institutional effectiveness targets. Measures to cut operational costs through greater efficiency are closely linked to our "going green" and Value for Money targets. GL NPO is able to draw on a wealth of research on cost cutting carried out by GL Cottages.



GL staff in the Botswana office recycling paper.

Photo: Mboy Maswabi

Some of the measures we are taking include:

- A paperless office through use the procurement module in Pastel Evolution for all financial transactions; 80% cut in printing costs through putting reports up on the website and better visualisation of data; use of tablets for research, M&E.

- Use of energy efficient light bulbs.
- Blocking of all regional and international phone calls in favour of using skype, google hang out and other voice over internet methods of communication.
- Discontinuing the post of receptionist through call answering and switching services.
- Review of all service provider contracts and in-house training for routine maintenance.
- Bulk purchases through the GL Cottages.



GL closed its physical office but not its presence in Namibia. Photo: Mukayi Makaya

Country offices and project sites: In 2014, GL re-designated two of its country offices (Namibia and Swaziland) as project sites, meaning a consultant and small infrastructure base as opposed to a full office. This happened after the close of the NEPAD grant in Namibia, and after Swaziland failed to raise any resources in-country. The registration and base maintained proved sufficient to continue running GL regional programmes, notably the FLOW 1 *Empowering Women, Ending Violence* grant. GL continued to maintain excellent relations with all partners, to share the possibilities and limitations. This model helped us to retest the project site model, which is how all GL offices started. In 2016, thanks to DFID Southern Africa, we have been able to retain all the Country Managers in the other eight countries. However, we have learned that we can continue to have visibility and presence in countries without necessarily having fully fledged offices with high overhead costs. Indeed, part of GL's 2016 to 2020 strategy is to begin work at the local level in Malawi, where we do not have an office, but have a board member and strong partnerships.

Streamlining programmes, strategising for Post-2015: The 2015 figures show quite a large drop in direct beneficiaries (38%) but commensurate increase in E communication (4% increase in contacts, 21% increase in website hits and 14% increase in website hits). There are several reasons for this, all important as we go forward. GL work on rolling out Centres of Excellence, especially local government, which bring in the highest numbers on direct beneficiaries, peaked in 2013/2014. As reported last year, in 2015 GL went into consolidation mode, adding just 51 new local

government COE's, and no new media COE's. Based on experience and as part of cost reduction, GL combined some of the ten stages, reducing the number count, as we record participants per event. Also significant is the fact that GL wrapped up the pilot phase of the *Ending Violence, Empowering Women* project with a half year assessment that involved research rather than events and activities.

In 2016, the number of direct participants is likely to fall even further, due to reduced funding and activity. However, this decline in on-the-ground activity provides valuable time for reflection, re-strategising and attention to quality over quantity. As the indicators show, GL experienced phenomenal growth in its first ten to twelve years of existence. A team of 50 people operating in over 400 councils covering 34% of the population of the ten countries where we have offices is indeed a small organisation with large footprints! Now, like the proverbial mountain climber, we need to step back and take stock. Some examples of that in the programme section of this report include:

- Using 2015 to publicise the findings of the Gender and Media Progress Study and probe if the COE model has really worked in the media, and if not what other methods should be tried.
- Stepping back in order to step forward on the COE model, designing a backstopping and handover phase.
- Using the findings of the Empowering Women, Ending Violence Study to review the training materials, and reconceptualise the next phase.

Use of IT to increase our footprint

Some of the best news from 2015 is to see how our IT footprint continues to grow. With the launch of our new, modern website, designed for mobile phones, and allowing for more multi-media content, GL enters the Post-2015 phase determined to raise the bar on its long standing commitment to *Making IT work for Gender Justice*. You will read in this report about our plans to link up the emerging entrepreneurs using mobile technology, as well as the Alliance, Gender and Media Diversity Centre Communities of Practise. GL also plans to set up an Association of Gender in Local Government COEs. These measures will enhance capacity, ownership and partnerships while reducing the costs and number of events.

Funding for WRO

Even with all the cost cutting, innovation and diversification, an engine must have fuel to run! This has been GL's message in the various national, regional and global campaigns that have emanated from the FLOW 2 experience. No matter which way we turn, bilateral and multilateral donors remain the pillar of our work. All agree that WRO are key to the Post-2015 Agenda. Yet as our case illustrates, southern based, middle size WRO are falling between the

cracks: too small to bid for the big global funds now increasingly going to INGOS with that have the capacity and resources to put up slick applications; too big for the sub-granting that these organisations sometimes do, while also being players in the advocacy space.

The FLOW 2 case itself is ironic, complex and symptomatic of a deeper malaise. In a global context in which funding for civil society organisations involved in rights-based advocacy work is dwindling or being squeezed by emergency aid, the Netherlands government is one of the few providing dedicated support to WRO. Cuts in strategic funding to Netherlands-based International NGOs or INGOS resulted in them bidding heavily for the FLOW 2 Funds. Pressures on the Ministry of Foreign Affairs to cut its administrative overheads led to the decision to restrict the Euro 90 million fund to a few large INGOS (based on the assumption that they would sub-grant) rather than the 35 small to middle-size that benefited from FLOW 1 and from the MDG 3 Fund before that. But when over half the nine recipients proved to be Dutch NGOs, only two former FLOW 1 grantees, only one a WRO, and no WRO from the global south, the community of WRO cried foul. The Women's Major Group and several others wrote letters of protest to the Dutch Minister of Development Co-operation. Dozens of the 104 organisations that passed the threshold but failed to get funds lodged appeals, including GL. With the endorsement of the GL Board and GL management, I represented GL in a joint appeal involving 12 former FLOW 1 grantees who sought to raise the systemic issues in this case. The case study overleaf are some excerpts from our appeal and from the case study that GL presented to Dutch parliamentarians.

At the time of writing, following a well-orchestrated campaign led by Wo=Men in the Netherlands, parliament had voted a Euro 40 million fund targeting for middle size WRO based in the global south. While the details are still being worked out, this will go down in *herstory* as one of the most heartening examples of democratic processes at work among our funding partners; responsive governance at its best. We at Gender Links did what we do best - we *made our voice count!* We can only hope that from these efforts some funds will flow (pun intended!)

Into the future - new ways of working

Still, the greatest lesson of all from 2015 is surely never to be complacent. Last year I reported on our tentative efforts to explore new funding streams. This year, even with reduced capacity, we will step those up further. Thanks to the DFID PPA close out grant that provides support for diversification, 2016 will be our real year to get the Gender Links Training Institute off the ground through the accreditation of

the *Empowering Women, Ending Violence* course, as well as our organisational gender mainstreaming course first designed for local government. We are delighted that both our South African and Mauritius offices are accredited as trainers by their qualifications authorities.



GL Resources will get a shot in the arm from the new website with a much more modern E shop for the sale of books and photographs. Eventually we plan to add audio visual materials to this mix. The website also has the provision for donations and in-kind contributions - blogs, comments and volunteers. Among others as we celebrate our fifteenth anniversary we are reaching out to our extensive alumni list. An example of how they can help is one alumni who works for google and will be giving us free sessions on google tools for networking.

We are also engaged in extensive mapping of possible corporate funding opportunities, especially in the four middle income SADC countries where it is becoming increasingly challenging to raise funds. These are South Africa, Botswana, Mauritius and Namibia. In 2016, Mauritius will become the first country office to be almost completely self-sustaining on what we are call the services model - corporate fund raising, small donor funds, training and the GL E shop. More such efforts will help to cushion us from external shocks.

We have set ourselves a target of raising our endowment fund to R100 million by 2020, so that the interest generated can help to cover daily operational costs, as well as provide bridging finance where it is needed. In 2016 GL will mount a well-researched campaign to tap into foundations and philanthropies, including knocking on the door of the growing number of African philanthropists.

May I take this opportunity to thank the Association, Board and Staff of Gender Links, alumni, associates, regional and global partners, who have continued to believe in us, sometimes when even we have lost faith in ourselves! Because of you, we continue to believe (as our 2020 vision reminds us) that we can fly. Fly we must and fly we will - into the action and results of the Post-2015 era!

Colleen Lowe Morna
CEO

Making the case: excerpts from the GL FLOW appeal and case study

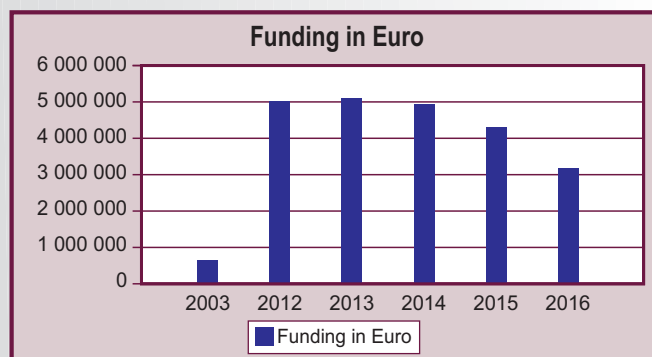
An indigenous Southern African organisation: Gender Links is a regional NGO working in the fifteen countries of the Southern African Development Community where it has championed the SADC Protocol on Gender and Development, a unique sub-regional instrument that brings together all existing global commitments to gender equality and enhances these through targets and timeframes. The Protocol is an example of creating an enabling environment for women's rights as advocated by FLOW 2.

"The battle for gender and sexual rights is now partly one of denying the notion that there can be two different worlds for rights: one in the global north and another in the global south. Activists in the global south need to be supported to show that demands for gender and sexual rights emanate from and are legitimate in their countries." - *Civicus Annual Report 2015*

Achieving results: Apart from leading the alliance of over 40 NGOs formed around this Protocol now demanding that it be updated in line with the Sustainable Development Goals, GL has worked to achieve its targets on the ground in three areas aligned to FLOW priority areas - political decision-making,

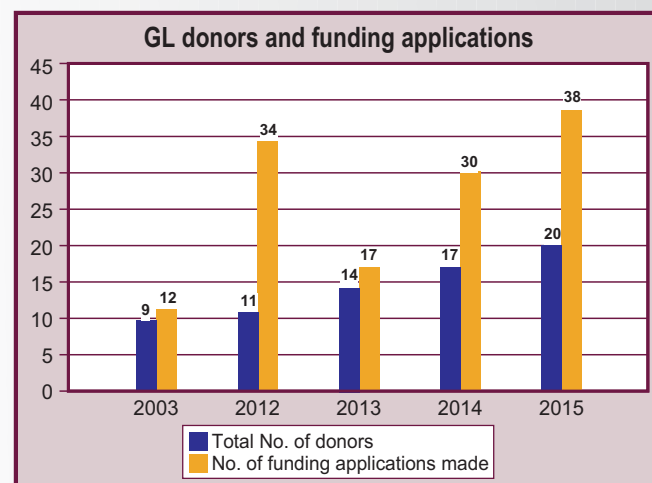
VAW, and economic empowerment. With support from MDG 3 and FLOW 1, GL has pioneered an innovative, integrated model for mainstreaming gender in 425 local councils covering 25% of the population of the region. This involves an enabling environment for political participation by women; a ten-stage process for achieving gender-responsive governance by localising the SADC Protocol, involving women and men; local action plans for ending VAW, and support by councils for economic empowerment of 1500 survivors of gender violence as part of a holistic approach to ending violence.

Under great stress: This cutting edge work, presently being assessed as part of the FLOW 1 close out, is now in limbo, with limited project funding and no institutional funding to support and upscale.

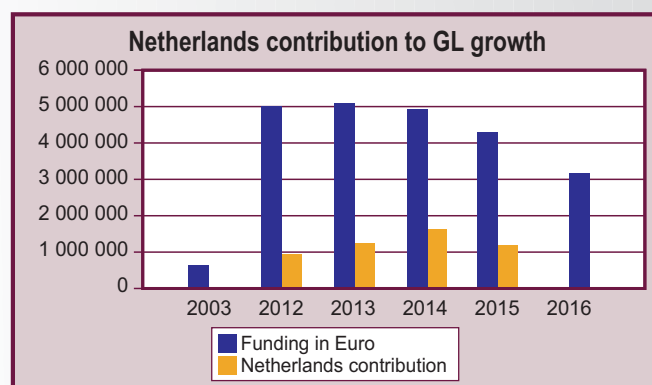


The graph shows that GL grew from zero to hero in the decade from 2003 to 2013. Since then funding has been declining. On current figures, GL funding in 2016 will be 27% lower in Euro terms in 2016 compared to 2015.

This has not been for want of fund raising efforts. In 2015 GL put out 38 funding applications and had 20 donors to manage, ranging in size for Euro 3,800 to over Euro 1.5 million - an onerous administrative task.



The graphs tell a sad story of diminishing returns - more proposals than ever, yet funding levels declining to what they were about five years ago. The increasing number of donors compared to less funds is also a telling case of the fact that middle size southern WRO have to rely on a multiplicity of small project funds to survive. This and the constant writing of proposals without the capacity for fully fledged fund raising units reflects the tremendous administrative burden of fund raising and grant management, which takes up much of the senior staff time that should go into quality project management.



Netherlands funding has never exceeded 40%, but has had a key stabilising effect. GL built its ten country offices on the back of MDG 3 and FLOW 1 funds. These enabled the organisation to strengthen its work, especially through working with 434 councils. No matter what alternatives we come up with, we need to be able to access the more flexible, multi-year grants that include core costs, and allow for organisational growth and development.

STRATEGIC POSITIONING

In preparation for the Post-2015 agenda, the GL Board conducted a thorough audit of its operating environment, and of GL's strengths, weaknesses, threats and opportunities at its October 2015 meeting. These resulted in the adoption of the 2016 to 2020 strategy. The environment scan also resulted in an updating of GL's mission and vision and its Theory of Change. GL is strengthening its links with men's organisations, and streamlining its programmes to become more effective. Against the major threat of funding cuts, especially in the four middle income SADC countries (South Africa, Botswana, Namibia, Mauritius and Seychelles), GL is seeking to strengthen its presence in its South African head office, in its Lusophone and Francophone bases, as well as in its country work more broadly.

Context



Southern Africa, like many regions in the world, is confronting the chasm between progressive *rhetoric* of gender equality, and the *reality* of huge social, political and economic gender gaps. The Southern African Development Community (SADC) typifies the observation call that: "In recent years, many low- and middle-income countries have experienced substantial economic growth. However, this has not automatically led to more gender equality or to an improvement in the position of women." ¹

SADC this is the only region in the world to have adopted a legally binding Protocol with 28 targets in ten sectors to be achieved by 2015, now being updated and aligned to the Sustainable Development Goals (see case study one). Many SADC countries have strengthened the gender provisions in their Constitutions. With an average of 27% women in parliament and 24% in local government, SADC fares relatively well in the global stakes of women's political representation. Most countries in the region have achieved gender parity at primary and secondary school, and maternal mortality rates are dropping.

However, women remain the majority of the poor, the dispossessed, the landless and the unemployed. HIV and AIDS has reversed many of the fragile gains made. Women constitute the majority of those infected and affected by the pandemic that has added to the unwaged work of women, and left young girls and older women fending for whole families. Customary practices undermine Constitutions and laws, sometimes condoning gender violence, one of the most telling indicators of gender inequality.

Research conducted by GL in six of the fifteen countries in the region shows that between half and two-thirds of women in Southern Africa have experienced some form of violence over their lifetime, up to 20% within the last year.² These studies, which include an attitude survey, show that while the majority of men say they believe women and men are equal, a shockingly high proportion believe that a man has a right to beat his wife. While attitude surveys show that women have slightly more progressive views than men, they show that many women have been socialised into believing in their own inferiority. They also believe that their communities hold highly conservative views, resulting in women being ready to claim their rights but feeling trapped by the attitudes around them.

Since 2005 GL (GL) has provided the Secretariat for the Southern Africa Gender Protocol Alliance that produces 15 country and one regional Barometer to track progress in the attainment of the 28 targets of the Protocol in the 15 member countries of SADC.

Measuring change

Progress is measured using two yardsticks, the **SADC Gender Development Index (SGDI)** which is based on empirical data collected on 23 indicators on six areas (Governance, Education and training, Productive resources and employment, economic empowerment, Sexual and reproductive health, HIV and AIDS and Media and information and communication) and the **Citizen Scorecard (CSC)** based on citizen perception.

At 67% and 68% respectively, the SGDI and CSC scores show that the region is only two thirds where it should be by 2015.

The Alliance also administers a **Gender Progress Score** used to measure changes in attitude towards gender equality, and the **Knowledge Score Card** is used to gauge how well the SADC Gender Protocol



is known. These are administered to over 8000 women and men in the region each year. Since 2010, the Alliance and partners have convened the annual **SADC Protocol@Work summits**, at district, national and regional level, showcasing how this instrument is being used at local and national level, by the media, government and civil society, to bring about change. To date over 2000 **SADC Protocol@Work** case studies have been collected through the annual SADC Gender Protocol Summits hosted by the

SADC Gender Alliance in collaboration with local government and the media and support from Gender Ministries. These case studies provide qualitative insights on how the SADC Gender Protocol is being used as a tool to promote gender equality by governments and civil society alike in the final countdown to 2015.

The Post 2015 context and frameworks

In 2014, the Alliance mounted a Post-2015 campaign from national to regional to global level. Country level consultations focused on getting Member States to buy into reviewing the Protocol. Countries such as Namibia demonstrated how the Protocol has strengthened gender mainstreaming through alignment and costing of gender action plans.

The Alliance began 2015 with a campaign demanding that the region:

- Conduct a thorough and honest review of the last seven years, and use this to reposition for 2030.
- Ensure that all gender provisions of the SDGs are incorporated.
- Go further than the SDGs on gender, media and ICTs.
- Strengthen the sustainable development provisions of the SADC Gender Protocol.
- Strengthen the rights-based language in the SADC Gender Protocol.
- Remove contradictions and anomalies around custom, tradition and religion.
- Adopt an implementation framework with strong gender disaggregated indicators.

Since the 2014 Barometer, the Alliance has been reviewing the Protocol targets against the agreed 17 goals and 169 indicators of the SDGs. The Alliance found that the Protocol needs to be bolder and more specific in a number of areas. Target five of the SDG's

on gender equality goes much further than its predecessor MDG 3. The global agenda includes GBV, has a number of economic indicators (including the unwaged work of women); goes beyond numbers in women's political participation through provisions for "effective" leadership and pushes some boundaries on reproductive health and rights.

On the other hand, the SDGs are thin on gender, media and ICT's, sparking an outcry by the Global Alliance on Media and Gender (GAMAG). Globally, all eyes are now on the indicators that will accompany the SDGs that are expected to be adopted by Heads of State at the UN General Assembly in September. The Alliance and GAMAG shared a potential 300 gender indicators with technical committees working on the global framework. As of latest count, the SDGs had 34 specific indicators on gender, a considerable improvement on the 8 in the MDG's criticised for taking a minimalist, basic needs approach to gender equality. This illustrates how Southern Africa has influenced the global gender agenda, while also looking to strengthen its own position.

The campaign has met with some resistance from the SADC Secretariat that hesitates to re-open Protocols and points out that none of its other protocols have targets let alone indicators.³ The Gender Ministers meeting in May 2015 agreed on the need to align the SADC Gender Protocol with the SDGs, Agenda 2063 and the Beijing Plus Twenty Review, and adopt a Monitoring, Evaluation and Results Framework. The meeting also raised key conceptual issues that

need to be grappled with as part of the review, including:

- How best to align the SADC Gender Protocol to the SDGs, Beijing Plus Twenty Review and the Africa 2063 Agenda.
- The balancing act between strengthening the SADC Gender Protocol and ensuring that gender is mainstreamed in all SADC Protocols.
- How to concretise key provisions in the SADC Gender Protocol that are not currently cast as targets; and
- How best to come up with timeframes and a monitoring framework, when there are such wide differences in country performance.

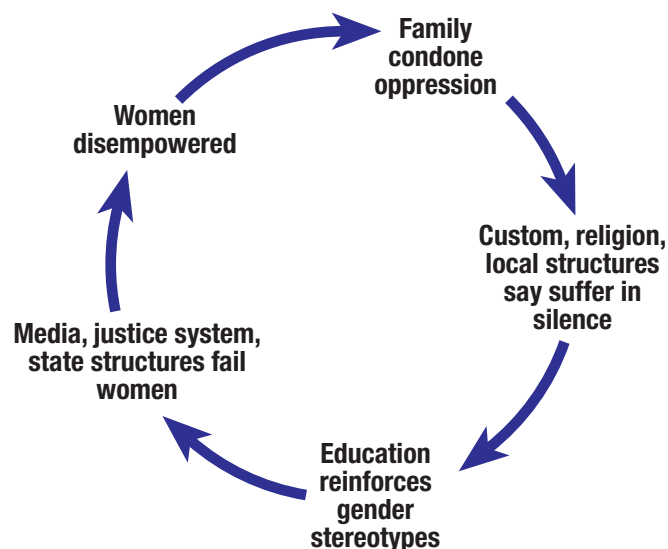
A technical meeting of UNWOMEN, the SADC Gender Protocol Alliance and the SADC Gender Unit in October 2015 began the process of redrafting the Protocol. Key gains included a specific reference to Sexual and Reproductive Health and Rights and the inclusion of climate change. The Alliance has identified further areas for lobbying in the final countdown to the SADC Heads of State summit in Swaziland in August 2016, where the Post 2015 SADC Gender Protocol is expected to be adopted.

Vision, mission and Theory of Change updated

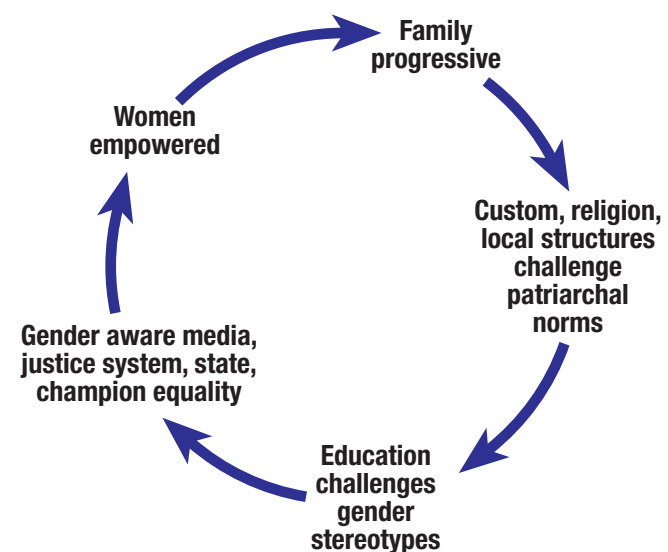
In 2015 GL revisited its vision, mission and Theory of Change to take account of the Post-2015 agenda, as well the need to acknowledge the multiple forms of exclusion; how these intersect; and how gender is a factor in all of them.

GL's vision now reads: "GL is committed to an inclusive, equal and just society in the public and private space in accordance with the SADC Protocol on Gender and Development." GL's mission has been updated to read: "GL achieves its vision through a people-centred approach guided by the SADC Protocol on Gender and Development *that is aligned to the Sustainable Development Goals, Beijing Plus Twenty and Africa Agenda 2063.*"

The GL ToC borrows from the ecological model often used in gender analysis that illustrates the *vicious negative cycle* reinforcing gender inequality. Each one of these layers can equally become a *virtuous positive cycle* challenging these deeply entrenched values, attitudes, systems and norms. Unlike sex, a biological given, gender is a social construct that can be deconstructed. The media may be a part of the problem, or it can be part of the solution. State policies, laws and structures can be transformed to champion gender equality.



Communities can be mobilised to reject negative practices, attitudes and tendencies. Women and girls can be mobilised to claim their rights. The growing men-for-change movement is testimony to the fact that boys and men can rise above and challenge social norms - hence the slogan, "*men of quality believe in equality.*"



In 2015 GL strengthened its ToC by adding that "several other forms of exclusion intersect with gender to compound the misogyny associated with patriarchal norms. These include race, class, the rural/urban divide, age, disability, occupation (especially sex work), sexual orientation and gender identity. These often multiple burdens of exclusion result in even higher levels of violence for certain categories of women. For example disabled women experience high levels of stigma and cultural myths relating to their physical impairments as well as high levels of physical, verbal, emotional and sexual abuse."

To deepen debate on key contentious issues in its work, GL in 2014 added five questions to the online Gender Progress Score (GPS)⁴ used to measure gender attitudes, based on a World Health Organisation (WHO) survey. These cover sexual orientation and gender identity; customary practices; sex work and abortion.

Men as partners

GL's Theory of Change states that gender equality comprises two essential components: empowering women who in every respect (social, political and economic) have been relegated to second class citizens to claim their rights; as well as changing the attitudes of men and helping them to understand that this is not a zero sum game. GL's work on attitudes shows that the challenge is more complex than just "empowering women and changing the attitudes of men".

The ToC states that: "Neither women nor men are homogenous. For example poor, rural, disabled men may be more discriminated against and have a lower sense of self-esteem than rich, urban able-bodied women. All too often women also need to challenge their deeply ingrained patriarchal views such as the widespread view that a woman should obey her husband. Homophobia, a close cousin of patriarchy, runs high in every country. Unlocking the human potential of all the region's people is a win-win formula. GL is committed to **"transformative change"** - creating an enabling environment for women, men and LGBTI persons to achieve equality." In 2015, after reviewing M&E data showing a declining proportion of men participating in GL work, GL resolved to strengthen its work with men's group. One of GL's new board members, Mbuyiselo Botha, is a globally well-known advocate of men's involvement in promoting gender equality. He explains further on why he joined GL:

Why I joined GL

By Mbuyiselo Botha, GL Board Member and men-for-change activist



I have always struggled with the question of inequality in our society. I have also detested any form of injustice whenever it occurred. I was raised in a community that was exposed to both inequality, injustice and violence. This violence

was perpetuated by men against men, women and children in the community I lived in. the inequality and injustice were in fact the face of the brutal system of apartheid which were declared a crime against humanity by the whole world. Growing up under such a system which made me realise that inequality, injustice and violence should never be tolerated in a society.

The liberation movement taught me not to accept or condone any form of inequality whenever it occurred. For more than 25 years I have dedicated my life to eradicating violence against women in our country as my commitment towards creating a society that rejected all forms of oppression whatever they are, whenever they occur. It is this commitment that led me and other men in South Africa to form the South African Men's Forum, whose purpose was to engage, mobilise and galvanise men's as allies in the fight against gender violence. We believed then and we still do that men have a stake in ensuring that they hold other men responsible and accountable for their violent actions.



Mbuyiselo Botha and GL CEO Colleen Lowe Morna at a conference on the role of the media in promoting gender equality.
Photo: Gender Links

We were convinced that men cannot fold their arms when women are violated. We believe that eradicating inequality, injustice and all forms of violence is a men's business and therefore all of us as men should speak with one voice that no violence will be perpetuated in our name, that no culture and/or religion will be used in our name to denigrate, disrespect and dehumanise women.

We further believe that men will speak against all forms of oppression wherever they are, be it in the workplace, at church and/or parliament. Men will not connive or condone any sexist remarks, neither

will they be part of any group that does not support the ethos of gender equality and transformation. It is against this background that I joined GL as both a volunteer in its programmes and a board member believing in the values that this organisation believed in for the last 15 years.

GL has given me an opportunity as person to learn at a practical level what violence does to women in Africa as a whole. My involvement with GL has enriched my understanding of the value that women leadership bring in an organisation. GL has enabled me to play my part in mobilising other men to realise a role that we can play in supporting women's endeavours in liberating themselves. It has further given me an opportunity to stand back and not yield to the temptation of a taking a lead role as a man in the gender struggle. It has taught me the value of

being humble as a man when one works with the gender equality struggle. The lesson for me is that as a man, this is a space that I should not contemplate or countermand taking a lead role because it is an invited space and a privileged one. It taught me what humility is all about.

Working with a group of dedicated, committed people towards the total emancipation of women has been a great privilege and more importantly a huge learning experience for me personally. GL has exposed me to the realities of women's struggles against poverty, illiteracy, injustice, violence and the ravages of HIV/AIDS. It has taught me the importance of working with women at all levels in our society, especially those found in the rural areas, whose struggles adversely impacts and affects their children.

Risk analysis

Key risks	Mitigation
EXTERNAL	
Governments failing to act timeously and progressively on the review of the SADC Gender Protocol that forms the backbone of GL's work at local, national, regional and global level.	GL and Alliance members must work strategically through progressive member states in designing an implementation framework linked to the SDGs, Beijing Plus Twenty and the African Union Agenda 2063. All agree on the need to step up implementation. This common meeting ground can be used to press home other demands.
Failure by the UN to open up the Post 2015 SDGs draft targets and indicators to include gender, media and ICTS.	Work through UNESCO and UNWOMEN; use the SADC example of how data on "voice" has helped to move the gender agenda forward.
Media houses not fully implementing their gender policies resulting in a drop in the proportion of women sources.	Use the GMPS to evaluate the gender and media landscape overall, and to reposition post-2015, taking account of new realities such as new media, work with media training institutions etc.
Possible backtracking in women's political representation in local elections in South Africa, Lesotho and Madagascar; resistance to quotas.	Use the example of Mauritius where there has been a change of government but women's representation at local level has been retained thanks to the 2012 quota to elevate this campaign.
INTERNAL	
The funding crisis that is being experienced by Women's Rights Organisations (WRO) around the world, especially following the decision by the Dutch government to only grant nine large INGOs FLOW 2 funds.	GL is part of a global campaign to draw attention to the needs of middle size WRO in the global south that are falling between the cracks. GL has also entered into several consortium in a bid to work more strategically in bidding for global funds in the future.
Succession planning in a time of financial stress, in which there is limited scope for error, and where a high degree on institutional knowledge, networks and manoeuvring are required.	In October 2015 the Board crafted a more measured strategy that includes appointing a director of programmes, and experts to assist in the diversification strategy. It is better to make haste slowly than to risk major changes at a time of uncertainty.
Staff movements as a result of short term contracts, uncertainty, high work-loads and stress.	Despite funding uncertainties, GL has taken prudent and bold moves to promote staff retention. These include deployment of staff to the income generating service units, as well as quoting all staff salaries in US dollars to ward against exchange rate losses.

Opportunities

- The Post 2015 SADC Gender Protocol with its strong Monitoring, Evaluation and Results (MER) Framework paves the way for strengthening the SADC Gender and Development Index (SGDI), and for getting governments to buy-into it as a monitoring tool.
- GL is firmly rooted on the ground through the 450 Centres of Excellence (COE) for gender in local government in ten countries that it is working with. These councils provide a tremendous base and reach. They also provide a framework that needs to be continually reinforced. The entrepreneurship training for survivors of gender violence, anchored by the councils, showed how this base can be leveraged in the future in key areas such as GBV, economic empowerment, Sexual and Reproductive Health and Rights (SRHR) and climate change.
- GL's strong institutional ties with 108 Media Centres of Excellence and nine media training institutions across Southern Africa provides a firm base for its media work. The Gender and Media Progress Study (GMPS) covering gender in media content, within the media, and in media training, will provide a wealth of data for advocacy post-2015.
- GL has taken giant strides in diversifying its funding base through GL Services - comprising GL Cottages, GL Advisory Services and the GL Training Institute with three accredited courses (gender awareness; gender mainstreaming and gender and media literacy). GL will now add to this an entrepreneurship course for survivors of GBV as part of a package to empower survivors of GBV that includes the "I" Stories - first-hand accounts - and business skills.

GL strategic thrust 2016 to 2020

Core programmes	New directions	Geographical base
SADC Gender Protocol & Alliance	Post 2015 Monitoring Evaluation and Results Framework; revision of the SGDI and CSC; building five strong theme groups in the Alliance.	In 2008 GL had a head office in South Africa ; Botswana SADC liaison office and Francophone base in Mauritius , and new offices in Lesotho and Madagascar . GL had project sites in four other countries. GL opened a Lusophone office in Mozambique , capitalising on the SADC Heads of State summits in Luanda in 2011, and in Maputo in 2012. From 2012 to 2013 GL registered offices in four other countries - Namibia, Swaziland, Zambia and Zimbabwe . GL would like to open a small office in Malawi to take forward the work on gender in local government following local elections there in 2014. GL sees a real need to extend the GBV indicators research to the DRC with its history of sexual assault as a weapon on war. In 2016 GL will investigate registering an international office in the USA to facilitate fund raising.
Gender & Media	Using the GMPS to name and shame, revive media activism, the GMDC, connecting, collecting, collaborating.	
Gender Justice	Demand-driven approach on GBV Indicators; taking the research to the local level and strengthening action plans; economic empowerment, SRHR for survivors of GBV.	
Gender & Governance	Driving the 50/50 campaign, especially at local level; aligning gender action plans to the post-2015 agenda; introducing grades and levels of COE; establishing COE "hubs" that can support weaker councils; peer learning and sharing.	
CROSS CUTTING THEMES		
Inclusion	ToC broadened to include other forms of exclusion - eg disability and LGBTI. These will be reflected in programme work.	
Gender and climate change	Climate change, SRHR added as cross-cutting themes in all programme work, especially the Alliance, local government COE.	
Sexual and Reproductive Health & Rights		
Youth	Will be a key target in all GL's work, reflected in disaggregation of all data by age. At the local level GL will work through junior councillors.	
RESULTS FOR CHANGE		
Monitoring, evaluation, knowledge, innovation, learning, VFM	Use on on-line surveys; tablets for research; visualisation of data; info graphics. Repositioning the Southern African Learning Partnership (SALP) post DFID PPA.	
INSTITUTIONAL EFFECTIVENESS		
Website and IT	Visualising data and enhancing E governance through google earth mapping of the COE's.	
Human Resources	Succession planning; staff retention and well-being.	
Physical infrastructure	Excellent management of all assets to enhance their value.	
DIVERSIFICATION		
GL Advisory Services	Marketing research, gender mainstreaming, speaking skills; surveys and tools.	
GL Resources	Marketing the online shop - books and photos.	
GL Training	Accreditation as a trainer in other middle income countries - Botswana, Namibia and possibly Zambia. Accreditation of the entrepreneurship course.	
GL Cottages	Further diversification of the product base (events, shuttle services, tours), online marketing; integration with GTI to secure fixed contracts.	



Geographical positioning

In line with the 2020 vision exercise, GL has decided not to spread its wings beyond Southern Africa, in order to consolidate its position in the region. Over the last three years, GL has registered offices in Mauritius (to cover the Francophone countries) and Botswana (home of the SADC Secretariat). We officially opened a Lusophone office there on 17 March 2011 (GL's tenth anniversary) and launched a series of integrated programmes aimed at enhancing the attainment of the SADC Gender Protocol targets.

Just as Madagascar serves as our Francophone base the Mozambique office will serve as our Lusophone base, enabling us to begin meaningful work in Angola, a country that several Southern African NGOs including our own have struggled to reach out to. Over the last four years, GL has registered six more offices in its previous "project sites" enabling these offices to engage in fund raising initiatives. These are: Lesotho, Madagascar, Namibia, Swaziland, Zambia and Zimbabwe.

Geographical spread of GL's work across the 15 SADC countries

	SADC Gender Protocol	Governance	Media	Justice	
Anglophone				National Action Plan	GBV indicators
South Africa (GL HQ)					
Botswana (SADC HQ)					
Lesotho					
Namibia					
Swaziland					
Zambia					
Zimbabwe					
Malawi					
Tanzania					
Lusophone					
Mozambique (GL Lusophone office)					
Angola					
Francophone					
Madagascar (GL Francophone office)					
Mauritius					
Seychelles					
DRC					

Notes: 1) Blue = GL offices. 2) Although Mauritius and Seychelles both have English as an official language, they are bilingual (offering a useful spring board for GL work) and geographically close. GL work in Seychelles is managed from Mauritius.

The table shows the geographical spread of GL's work. It shows that:

- The Southern Africa Gender Protocol work covers all 15 countries of SADC (Anglophone, Francophone and Lusophone), while the media work covers 13 countries, also across the three language groups.
- GL's ten country operations (in blue) align closely to the governance work (that involves working with 450 councils that have elected to become Centres of Excellence for Gender and Local Government).
- GL now has a good spread of programme work in Mozambique. However, GL's work in Angola (one of the most expensive countries in the world) remains weak, with only the SADC Gender Protocol work being implemented.

- GL's most comprehensive programme coverage in in the six countries that have also undertaken the GBV indicators research - South Africa, Botswana, Mauritius, Zimbabwe, Zambia and Lesotho.

Going forward

- GL will consider the desirable balance between full offices, project sites, and new offices based on funding and strategic considerations.
- The most likely venture will be in the DRC (where GL has a strong foundation with its media work, and where the GBV indicators study is urgently required).
- GL is also likely to strengthen its presence in Malawi that had local elections for the first time last year.

This opens the door for work on Centres of Excellence for Gender in Local Government. However, GL will need to consider the desirability of opening an office as opposed to working through partners and maintaining a “lighter” presence through a project site.

- GL may also scale back existing offices to project sites, especially in the Middle Income Countries where funding is increasingly challenging. These countries (South Africa, Namibia, Mauritius and Botswana) will also become an important testing ground for diversification of funding sources through income generating activities.

Country operations - GL's hands and feet

By **Rethabile Pholo**, GL Board Member and Chair of the Country Operations Committee



“The GL satellite and field offices have demonstrated the value of having representation on the ground. They are able to take up complex programmes, like the gender violence indicators, or the work with local government, and to ensure effective back up and follow up.” (*GL Vision 2020*).

Imagine how odd and weird it would be if the human body had no arms and legs, hands and feet? Movement from one place to the other would be greatly compromised. Handling of anything would be totally impossible. We would not witness the good things around us that have contributed immensely to the development of the world.

This is not only the case with human beings. The same goes for the many institutions that we see around us; GL included.

GL is a Non-Governmental Organisation established in March 2001 with the purpose of promoting gender equality and justice - “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.”

It would not have been possible for GL to fan across the SADC region operating entirely from its offices at Headquarters. Hence GL had to create limbs, to which would be attached the hands and feet. These limbs would be the GL Country Offices around the SADC Region. These would be offices that would carry out the mandate of GL in all SADC member states on the ground.

The importance of these offices is that they are able to reach places which GL would not otherwise be able to reach if the activities of the institution were centrally located. GL opened Francophone and Lusophone offices headquartered in Mauritius and Mozambique respectively. These offices were meant to target French and Portuguese speaking countries in the region. Country Offices were also registered in Botswana, Lesotho, Madagascar (which later took over as the Francophone head office), Namibia, Swaziland, Zambia and Zimbabwe.

Gone are the days when partners accused GL of being a South African organisation working in other Southern African countries through subcontracts with its local partners. The Country Managers have become regular faces in government ministries, especially the Ministries of Gender. They have become regulars in the Community Based Organisations which work towards the emancipation of both women and men.



Matau Futho-Letsatsi and Rethabile Pholo.

Photo: Gender Links

Initially, GL did not have an office in Lesotho, but with time, on realising the need to strengthen the national work and partnership activities, they established a national office. Both organisations are

¹ The Gender Dividend: Making the business case for investing in women. Deloitte, 2011 <http://www.slideshare.net/ljubab/the-gender-dividend-making-the-business-case-for-investing-in-women>.
² Violence Against Women Baseline studies in South Africa, Mauritius, Botswana, Zambia, Zimbabwe and Lesotho - see <http://www.genderlinks.org.za/page/gender-justice-measuring-gbv>
³ E Mail communication with the Alliance, E Kakukurur; 11 May, 2015.
⁴ See <http://genderlinks.org.za/survey/surveys.php?surveyID=1>.

now working together very closely. The Director of Gender in the Ministry of Gender and Youth, Sport and Recreation (MGYSR), 'Matau Futho-Letsatsi, says: "We have done so much together over the years. We have held workshops and events, we are training women and men to act in a gender aware way. There are so many strengths in our work together. "We have officers in the districts, and whenever GL goes there for work, we are together. We have the human resources, and they have a package of information and trainings for community and district councils. By working together, it enhances our mandate, and pushes forward our common agenda."

Ironically, with the shrinking funding landscape, the country-work most threatened is in GL's home base, South Africa, regarded a middle-income country. In the articles that follow, my fellow board members reflect on why GL should remain strong in its home base, while also strengthening other bases, notably the Francophone and Lusophone bases.

Why GL must remain strong in South Africa

By Thoko Mpumwana, GL South Africa Board Member



My reflections on why GL is essential in the South African gender discourse sadden me. I have seen many very important women's organisations and NGO's die in the past 25 years mainly because of human and financial resources challenges. I am a firm believer in the role of NGO's in nation building and service delivery.

I have witnessed, in awe, the road travelled by GL in advancing gender not only in South Africa but also in SADC and lately in the world. Therefore, South Africa cannot afford another NGO pulling out or folding up when the women's movement and gender discourse is so heavily challenged. We need GL!

South Africa is renowned for its vibrant assertive and united women's movement dating back from 1954 when progressive women in their diversity and numbers adopted **The Women's Charter** that declared "We the women of South Africa, wives and mothers, working women and housewives, African, Indian, European, Coloured, hereby declare our aim of striving for the removal of all laws, regulations, conventions and customs that discriminate against us as women, and that deprive us in any way of our inherent right to the advantages, responsibilities and opportunities that society offers to any one section of the population"

Fast forward to February 1994 when women in all their diversity including political parties, Non-Government Organisations(NGO's), Faith Based Organisations(FBO's), professional and social movements came together from all walks of life adopted "**The Women's Charter for Effective Equality**". The 1994 Charter "gives expression to the common experiences, visions, and aspirations of South African Women. We are breaking our silence. We call for respect and recognition of our human dignity and for a genuine change in our status and material conditions in a future South Africa."

At that time, women were united for a common vision. Their efforts paid off with a visible legal and policy framework. However, it seems to me that the women's movement has lost momentum and vigilance and we see patriarchy confidently rearing its head again through practices like gender based violence, harmful traditional practices, overlooking of women in leadership especially at local governance and so on.

GL, as the name suggests, is a chain that seeks to link organisations with similar objective to bring justice to all not only within South Africa but also at SADC level. GL is a learning organisation that is connected to the people it serves. GL researches realities of women so as to link those realities with policies of the countries they belong to. GL lobbies for policies that seek to improve attitudes and lives of women. GL is also an organisation that believes in excellence, promotes diversity and advocates for meaningful partnerships.

In South Africa, GL has been collating information that feeds into profiling the status of women in South Africa. That information has been used by researchers, policy makers and government in country reports in fulfilment of its obligations in terms of regional and international protocols like CEDAW, Beijing Platform for Action, SADC Gender Protocols and in fulfilment of constitutional gender rights and freedom in South



GL and SAWID partnered in the "Women Demand Change" campaign. SAWID is the Alliance focal network in South Africa. Photo: Colleen Lowe Morna

Africa. GL reports are extensively cited in papers and reports on gender and women in South Africa. The SADC Gender Protocol Barometer helps put a mirror to all of us on our performance.

GL also keeps South African gender activists, women and feminists connected through the SADC Gender Protocol Alliance. That alliance gives women of SADC informed voice and agency even if not all women are able to attend those national, regional and international forums. In partnership with South African Women in Dialogue (SAWID), GL keeps women in South Africa able to dialogue and updated.

One of the key activities that South African women and gender activists look forward to is the regional SADC Protocol@Work Summit where activists and practitioners come together to share notes on how to make their localities and their communities genders sensitive context of excellence. So GL keeps us South Africa women connected to these regional networks. GL connects dots from local level to global level. Isolation breeds ignorance and intolerance of diversity. GL has made a big contribution in assisting the media to transform through its research, advocacy, policy and training. There has been a shift in how women in South Africa are portrayed in the media and in how they participate in the media. Of course, a lot more still needs to be done for journalists and editors to report in a gender-aware way.

Down memory lane: GL's Francophone operations

By Loga Virahsawmy, GL Board Member and Chair of the Programmes Committee



"Veni, vidi, vici" (Classical Latin: "I came; I saw; I conquered"): so Julius Caesar told the Roman Senate around 47 BC after he had achieved a quick victory in his short war against Pharnaces II of Pontus at the Battle of Zela.

Fifteen years ago, GL saw the opportunity to venture into the French speaking countries of Southern Africa. On paper, there are two French speaking countries in the Southern African Development Community (SADC) - DRC and Madagascar. But Mauritius and Seychelles have strong French roots and affiliations. Indeed, GL used its firm base in Mauritius, and the bilingual advantages of the island, to springboard into Francophone SADC.

Our work during the past 15 years in Mauritius, Madagascar, the Democratic Republic of Congo and Seychelles has opened our minds to see and do things differently and reach new horizons. Each country has

I think it would also be awkward to have a GL office in South Africa servicing SADC and have no local activities. With GL Cottages being utilised by social justice activists from all over the world, what better way for us South Africans to learn and exchange experiences and share solutions to problems with others from the region through the interface at the Cottages. The Cottages also role models the spirit of "women doing it for themselves". We need more such role models for South African women where our past has virtually indoctrinated us into believing that we are not good enough.

It is a fact that GL is experiencing what all other NGO's are facing with regard to depletion of financial resources. That calls for new ways of working and reaching out to more to local sources of funding. If South Africa is serious about dealing with poverty and inequality it has to support and enhance the capacity of NGO's to reach out to the majority of citizens who are women.

I, therefore, say a big NO to a possibility of GL disappearing in the landscape of South Africa. We need GL more than ever before. The gender discourse and women's movement in South Africa need to be resuscitated before we lose on all the gains that were made through sweat and tears of those who have come before us and those who laid the foundation for gender equality and women empowerment.

its own specificity but our biggest success in Mauritius, Madagascar and DRC has been working with grassroots.

Fifteen years of growing pains has shown us that our services are still needed. It has given greater responsibilities to the Satellite Offices and the project sites. The communities need us. Throughout this growth we have tested the culture of GL: a culture of gender justice. We did a wide range of research in all four countries, produced training manuals and research publications.

When we opened the Mauritian Office in September 2008 the word gender was not well understood. The Registrar of Companies had problems identifying in which category to register us. The Municipal Council had the same problem. Gender Equality, Gender Justice, Gender Based Violence, Gender and the Media, Gender and Governance were not on the list of trades. We went through great lengths to explain

to the authorities the work of GL. We could not just choose from poultry, pigs, jewellery or furniture but finally the authorities just put “business address” on our registration. It was easier in Madagascar as the procedures are less complicated while in Seychelles and in DRC we have project sites.



More work, more questions: GL Board Member Loga Virasawmy fields questions from the media.
Photo: Gender Links

After 15 years GL can now put any trade if we have to apply for registration. The survivors we are training on Entrepreneurship and life skills in Mauritius and Madagascar cover a wide range of trades. With our Gender and Media programmes we have trained journalists to access different voices, views and angles for their articles. Women entrepreneurs in different sectors are regularly featured in the media. Our Gender and Governance programmes have changed the scenery in localities in Mauritius and Madagascar. There is a close collaboration between localities and women at grassroots levels. There are localities in Madagascar that have hot lines for survivors. There are localities in Mauritius that have a GL corner in their libraries. Quite a few localities in both Mauritius and Madagascar have Gender Committees with their own budget.

Having satellite offices or project sites does not mean that we do less work. On the contrary we do all the programmes of GL with less staff. Fortunately we have the mentality of “no pain no gain”. The gain is visible. The recognition of our work from all corners in the four countries comes with pain. The results and products at country level are here to stay.

I really fought my way to get a foot in DRC. I was officially sent by GL to look for partners to work with. PANOS, HAM (High Authority of Media) and UCOFEM (Congolese Union of African Media Women) have opened doors for us and we are still working with them. I still remember how the Mauritian authorities advised me not to go to a country which just came out of war. They said that they could not

help me as I was not a government official. But when I told them they would have to bear the consequence of seeing my dead body coming back from a plane they immediately sent a letter to the authorities in DRC. It was a frightening setting foot in this country: my first experience with the military at an airport. There were no conveyer belts, let alone trolleys. We had to identify our overweight suitcases full of training manuals that our French editor Marie Annick Savripène, and I had to carry. But it was worth it. DRC is a place where people are really grateful for small mercies. I am still humbled by the warmth of people there.

In Seychelles as I was not getting any response from anybody, I wrote to the office of the President. Suddenly all doors opened and the work of GL became quite smooth. I am so happy that we are now conducting the Gender Based Violence Indicators Project there with funding from the Australian High Commission.

Madagascar started with Ialfine Papisy being my dinner guest together with GL CEO Colleen Lowe Morna. Papisy did not waste one second, stating she wanted a GL office in Madagascar forthwith. A few days later I found myself in Madagascar on a scouting mission. It did not take long for GL to have a full fledged office working all over this huge country.

I have worked with men in Mauritius and Madagascar who at the start of our work said we were threatening their homes, but four days later had nothing but praise for GL. They are grateful that we are lighting their way and showing them how to share responsibilities in families; how to change attitudes and mind-sets; how the patriarchal attitudes can do more harm than good. In Mauritius and Madagascar survivors have become entrepreneurs through GL programmes. They have vowed that nobody will lay hands on them. In Mauritius some of them are now mentors to survivors in their localities.

For the past four years a wide range of professionals including grassroots women and men as well as journalists and media enterprises have had the chance to show case their best practices at the SADC Protocol Gender Justice Summit organised by GL. These projects are proof of the work of GL at country level. Both DRC and Madagascar are countries with fragile economies that are emerging from political turmoil and yet people travelled long distances to go to Kinshasa and Antananarivo to make sure that their projects go to the Summit. Mauritius, Madagascar and DRC have shared their best practices with the region.

GL can be proud that former Mauritian Minister of Local Government, Herve Aimee gave credit to GL in getting more women elected at the local level. In his keynote address at the 2012 SADC Protocol@Work Summit he said: "The New Local Government Act is indeed a milestone towards gender equality. I would like to thank (GL Francophone Director) Loga Virahsawmy and GL for all their help over the last two years ensuring that the radical changes I proposed became reality." We not only trained women to join politics but we worked with the authorities to change laws and give women space. We won. From 11.5% women councillors we are now at 30%. GL Mauritius hosted Summit winners, delegations from Madagascar and Botswana to share and learn best practices. A high level delegation from Zimbabwe came to GL Mauritius to learn more about the gender neutral approach in the New Local Government Act.

From Mauritius, Madagascar, the Democratic Republic of Congo (DRC) and Seychelles GL is now spreading its wings in other Francophone countries through its

training. We have reached the age of maturity earlier than normal, at only 15. With our experience we have every reason to believe we can spread our wings even further. GL is now a brand in Mauritius, Madagascar, DRC and Seychelles. Yes, we came, we saw, we conquered, and now we must dream even bigger!



Former Mauritian Minister of Local Government, Herve Aimee arriving at the regional summit with Loga Virahsawmy .
Photo: Ghirish Abdhoosee

GL' s Lusophone operations

By Marta Cumbi, GL Board Member



Mozambique is one of the countries where women and girls are still facing challenges due to social and traditional norms that prevent them from realising their rights. Although funding from traditional donors is shrinking due to the impact of the financial crisis, Mozambique is a promising country because of the discovery of mineral resources that can result in alternative sources of funding from the private sector.

The government has been active in ratifying international and regional instruments that protect the rights of women and girls such as CEDAW, SADC Protocol on Gender and Development and the Convention on the Rights of Children. The newly approved Sustainable Development Goals that defines a stand- alone goal for gender equality while pushing for gender mainstreaming across all other goals will bring a new impetus in the promotion of women rights across the globe.

The country is in a process of formulating the second National Action Plan to fight Violence and the National Plan for the Advancement of Women. GL has been contributing to the country's efforts to end gender inequality through the implementation of activities in the areas of local governance, media and women empowerment.

A lot of work has been done to build the capacity of local government for the inclusion of the gender dimension in their activities. To this end, 19 councils benefited from our work by completing the 10 stages of the Centres of Excellence and we have started engaging with other 8 councils. We are also work with the media by strengthening their capacity to report in a gender sensitive manner. Work with women victims of violence has been crucial in empowering then economically to overcome and reduce their vulnerability to violence.

Challenges that have been encountered in the course of programme include high unit costs of project implementation, lack of donor funding and the establishment of the right balance between project implementation and fundraising. With a lot of dedication from the staff, GL Mozambique managed to mobilise resources from two donors, Diakonia and Amplify Change. Additional work is underway to expand fundraising efforts to the private sector, with special attention to the extractive industries. We believe that with the right fundraising strategies we can establish medium to long-term partnerships with the private sector that will contribute to raising their profiles while increasing resources to promote gender equality in the country. Mozambicans are always sure about a brighter future. For this reason we say: *A Luta Continua e a Victória é Certa!*

PARTNERSHIPS

Partner distribution by programme and geographic distribution

Programme	Geographical location				
	Partners 2015	Partners 2014		Partners 2015	Partners 2014
Media	85	85	Angola	1	1
Alliance	33	31	Botswana	15	14
Governance	27	25	DRC	5	5
Justice	5	3	Lesotho	7	6
Total	150	144	Madagascar	15	15
Type			Malawi	9	9
Alliance National Focal Networks	15	15	Mauritius	10	9
Alliance Theme clusters	9	9	Mozambique	8	8
Interest Groups	10	9	Namibia	5	5
Local Associations & NGOs	7	7	Seychelles	2	2
Councils	12	12	South Africa	14	14
GMDC	46	46	Swaziland	6	6
Media houses	38	38	Tanzania	11	11
Government	7	5	Zambia	10	10
Mainstream civil society	4	2	Zimbabwe	14	14
Corporate	2	1	Africa - Kenya, Uganda	8	6
			International	10	9
Total	150	144	Total	150	144



Partnerships in progress: Alliance partners at work during the 2015 CSW.
Photo: Colleen Lowe Morna

The table shows that Gender Links had 150 partners in 2015, an increase of six partners from 2014. The media programme has the highest number of partners at 85 due to the Memorandum of Understanding (MOUs) signed with media Centres of Excellence (COEs). The Post -2015 agenda is attributed to the increased number of partners while gender based violence indicators research in Seychelles and Botswana cemented partnerships with governments. Corporate partners are coming to fore with Zimbabwe and Mauritius getting support for the entrepreneurship projects supporting survivors of gender based violence

identified from local government Centres of Excellence.

Gender Links (GL) partnerships are drawn across the SADC region, African continent and internationally. The partnerships span across civil society, development partners, corporate sector, media and government. Partnerships are the backbone of the sustainability of GL as an institution and contribute towards programme implementation, realising value for money and profiling. The majority of GL partnerships are in programme implementation which fosters ownership and institutionalises gender mainstreaming. The sustainability of the programmes and impact is therefore based on the strengths, resources, expertise, and most importantly the goodwill and commitment brought in by each partner. As a result, GL has managed to leverage programme support through partner activities to achieve multiplier effects and costing savings. Through working with SMART partnerships, GL has shared the methodology for research, learning, monitoring and profiling now applied by many of the partners. The examples below show how GL leverages its work and vice versa through partnerships:

Partner category	Collaboration and sharing
International	
UN Women, Women's Major Group and GADN	Work on the Post 2015 indicators and mapping for CSW 59, 60 activities.
African	
FEMNET	Preparations for CSW, participation in the Common Africa Position processes, preparation for the Beijing+20 review.
Regional	
Regional blocks	GL is working with EASSI to build capacity on tracking evidence on implementation of gender equality commitments by governments through an East African Community Barometer.
SADC Gender Protocol Alliance	Mobilise Southern African civil society for the SADC Gender Summit and Post 2015 position. Strengthen the women's movement in Southern Africa through country level meetings and partnerships with gender machineries. Research on the progress made in implementation of the protocol through the barometer.
SADC Gender Unit	While continuing to hold governments accountable through the annual SADC Gender Barometer, GL has moved into high gear mobilising for strong targets and provisions in the SADC region on gender equality Post -2015. GL collaborated with the Gender Unit during the review of the SADC Gender Protocol in October 2015.
SADC CNGO	Strengthening the SADC We Want position through gender responsiveness, collaboration at the SADC civil society forum and Heads of State summit.
Gender CC	Research on gender and climate change, leadership in the Alliance climate change cluster.
National	
National government	Research through barometers, development and costing of gender action plans, SADC gender Protocol summits and gender based violence indicators research.
Media houses	GL is currently working with 107 media houses which are building their capacity to ensure that they carry out gender sensitive reporting. GL is a member of a global Alliance on media (GAMAG) which is strengthening efforts to amplify gender and media targets in the post 2015 agenda.
Local	
Local government	Local actions in 430 council to mainstream gender in service delivery. MOUs with local government associations and Ministries of local government.
Faith based organisations	Partnerships through Norwegian Church Aid (NCA) during the SADC Gender Protocol Summits, sharing best practices on mobilising through the FBOs. Capacity building through workshop participation on Post -2015 and climate change. Coalition building through MOUs and special thematic cluster on FBOs in the Alliance structure represented by NCA.

Programme partnerships

Strategies for partnerships include:

- *Alliance* - Advocacy around the Post -2015 agenda, convening on specific gender issues, building a coalition of regional and national NGOs that promote gender equality, substantially influencing the global gender agenda at international level.
- *Media* - Direct approaches to 107 media houses to join the Centres of Excellence for gender mainstreaming in media; building long-term institutional relations with media regulators and training institutions.
- *Governance* - Formalising links with local government associations and/or gender/local government ministries; approaches through these to 430 COE municipalities.
- *Justice* - Formalising links with gender and justice ministries for the GBV indicators project.
- *Entrepreneurship* - local government actions to promote economic empowerment for survivors of gender based violence and referrals with private sector.



Members of the Post 2015 Women's Coalition during a strategy session in Long Island, March 2016.
Photo: Courtesy of Post 2015 Women's Coalition

The Alliance network holds national network meetings which draw participants from target advocacy groups in communities spanning each most of the target country districts. The Alliance networks work with communities to popularise the SADC Gender Protocol. The Alliance networks consult the targeted individuals during planning for the annual gender Protocol summits. The communities have contributed to shaping the tools used to measure gender equality in the SADC region including surveys incorporating target groups in this proposal. The communities that are reached by the Alliance networks have participated in the Post-2015 advocacy strategy through highlighting indicators and targets that should be incorporated in the Protocol. The Alliance is now advocating for a stronger Protocol to be adopted by August 2016. The Alliance has formed strong partnerships with Member States.

Malawi Ministry of Gender opens doors for the Alliance



The Malawi Ministry of Gender, Children and Social Welfare has opened its doors to the SADC Gender Protocol Alliance through the leadership of the Malawi focal network NGO GCN.

In 2014 and 2015, the UN Permanent Mission of Malawi hosted the Alliance during CSW 58 and CSW 59. The Ministry has collaborated with the Alliance on side events at the Commission on the Status of Women. The former Minister of Gender Patricia

Kaliati has been instrumental in successfully lobbying other SADC Gender Ministries to review the SADC Gender Protocol. Working closely with the Principal Secretary of the Ministry, Dr Mary Shawa, NGO GCN chairperson Emma Kaliya successfully lobbied for the Alliance to be recognised as a technical partner for the Protocol review process. NGO GCN works closely with the Ministry to track gender equality progress using the SADC Gender Protocol and to hold national gender summits.

The SADC Gender Unit has continued to be a close ally of GL and the Alliance. The inter-governmental organisation has provided advice as well as guided the Alliance's interaction with government ministries and the SADC Gender Protocol campaign in general. The technical expertise of the Alliance in research, advocacy and lobbying was officially recognised by the SADC secretariat at the May 2016 Gender Ministers meeting. We have not always agreed on everything but this is a partnership that works!

The Alliance's relationship with the SADC CNGO has grown from strength to strength since becoming the gender representative for Gender NGOs within the SADC CNGO steering committee in 2010. GL has built partnership with the Southern Africa Trust and CIVICUS. This has enabled connection with mainstream civil society.

"We believe Gender Links will build capacity of EASSI and its members in tracking gender equality progress in the East African Community through sharing the methodology of the Barometer. An East African Barometer will be a milestone achieved in advocating for gender equality in the EAC."
EASSI programme manager Christine Nankubuge, April 2016

GL is working with other organisations such as FEMNET in its role as Alliance Secretariat. The Alliance has been invited to join strategic partnerships such as participating as a member of an Africa Women's steering committee member in the dialogues around the Post-2015 Development Agenda. In 2016, GL will be working with EASI on plans for an East African Barometer.

The Alliance has also built partnerships with global networks such as Women's Major Group and the Post-2015 Women's Coalition.

Media

The GL media programme works with 107 media houses and 10 media training institutions. Some of these media houses are national houses with sub-media houses country wide. The media Centres of Excellence programme ensures that gender is mainstreamed in media houses through editorial

policies, gender balanced sources and capacity building whilst the media institutions ensure that there is gender mainstreaming in curricula for media students. The media programme has cemented

GL partnership with SABA

What started off in Swaziland as a UNESCO-coordinated and GL-facilitated training workshop for members of the Southern African Broadcasting Association (SABA) has grown into a strong partnership that will see Gender Links and SABA co-host a regional conference in Windhoek in August 2016. The partnership between these two organisations has grown from strength to strength through the Global Alliance on Media (GAMAG).

"I really want us to continue and strengthen our relationship. I have watched you work, and I appreciate the work you are doing. The partnership of Gender Links to SABA is of great value to us."

Ellen Dantago Nanuses: SABA General Secretary

SABA is a membership organisation of all SADC Broadcasters. Following its Annual General meeting in Swaziland in 2014 and submissions from GL, SABA committed to mainstream gender in its management structures and content. This came to life when in its board nominations, the organisation elected 4 women and 4 men to its board and for the first time in its history a woman General Secretary. This was just the beginning.

In 2014, SABA and Gender Links were both elected to serve on the International Steering Committee (ISC) of GAMAG. This marked a turning point in the relationship as both organisations realised that in order for gender equality to exist in the media there was need for partnerships and peer learning among members. Soon the partners agreed to conduct a training workshop for SABA Gender Focal points at the fourth SADC Gender summit in Botswana in August

2015. This training aimed to enhance the capacity of gender focal points to drive the gender mainstreaming work from within the public broadcasters.

As a leading content producer SABA recognises GL's expertise in the area of gender and media. GL also realizes the critical mass of broadcasters provided by SABA. As the partnership strengthens SABA together with AUB is pushing for all African broadcasters to make gender central to their operations. The broadcasters are championing the launch of the Africa chapter of GAMAG, working in close collaboration with GL as Chair of GAMAG.

This partnership was solidified at the 2015 GAMAG General Assembly in Geneva where the organisations actively brainstormed and inputted into the Africa GAMAG chapter action plan with the view to launch the regional chapter in August 2016.



Partnerships that work, GL and SABA at the GAMAG General assembly.

Photo: Tarisai Nyamweda

Governance

Working with over 400 local government councils across ten countries, GL has built a wide network of partners at the local level. The GL programmes require buy-in from a policy level hence the entry point for local government is the local government associations

and the ministries of local government. This ensures a nationwide commitment to the Centres of Excellence in gender mainstreaming for local government. Through the work with local government, GL is forging new partnerships with the corporate sector.

Mauritius LUX hotel chain supports gender equality

A colourful evening hosted by Gender Links Mauritius partner, LUX* Resorts and Hotels aimed to raise funds to support projects on gender equality. The black tie dinner held on 1 April had the support of several sponsors donating prizes for the raffle draw. The 400,000 rupees collected through participation fees will finance GL's cause of ensuring that women and

men participate equally in all aspect of public and private life.

"We chose to sponsor this event through Ray of Light, which is an initiative set up as part of our strategy for sustainable development. At LUX* Resorts & Hotels, we have always encouraged integration, involvement and participation of everyone in the advancement of

the community. We welcome the initiative of Gender Links and through this charity dinner we could contribute to the cause of helping the Mauritian women to be more independent socially, emotionally and economically by giving them the tools to achieve it" stressed Vishnee Payen, Group Sustainability & CSR Manager at LUX* Resorts & Hotels.

Anushka Virahsawmy, Country Manager, reminded guests that the funds collected will be used to support beneficiaries. "We are confident that with your support we can help our beneficiaries and their families in a constructive way for their empowerment. We want to train them so that they become mentors and they can in turn help the poorest of the communities" she said. Anushka conducted training on gender mainstreaming with LUX* staff in different hotels and at the head office in 2015.

The evening included an "American Auction" where all partners present were invited to participate. Various raffles allowed guests to win prizes, including two tickets for a trip to Singapore and a helicopter ride for four persons offered by Air Mauritius, 25 minutes skydive jump (Skydive Mauritius), four food baskets worth Rs5,000 each (Innodis, Food & Allied, the Gourmet Emporium, Cascadelle Distribution), a set of

saucepans of Rs 9000 (Complete Kitchen), six bottles of Champagne Pommery Rose (BrandActiv) a night for two at Ile aux Deux Cocos, three nights for two at LUX Belle Mare, all-inclusive two nights in the Tamassa, two nights with half board at LUX Grand Gaube, bottles of rum distillery offered by Labourdonnais, one sunset cruise for four people by JP Henry Catamaran and wine was sponsored by Phoenix Beverages Ltd.



Anushka Virahsawmy, GL Mauritius country manager receives the cheque of Rs 400,000 fundraised at the Mauritius charity dinner, 1 April 2016, Floreal.

Photo: Sheista Bundhoo

LUX* Resorts & Hotels is a committed group, which is striving to well-being of its community. During this fiscal year LUX* Resorts and Hotels has pledged up to Rs three million on various sustainable development projects.

Source: adapted from www.luxresorts.com accessed 20 April 2016

Justice

GL has partnered with government on the Violence Against Women baseline studies. These have fostered partnerships with Mauritius, Zambia, Lesotho, Botswana, Seychelles and Zimbabwe. The government partnerships have opened doors for ownership of the

projects and commitment to end VAW through committing resources. The pilot project on the economic empowerment for survivors of GBV opens many new possibilities for partnerships:

NetOne Zimbabwe partners with GL to empower survivors of GBV

In Zimbabwe, NetOne has given the women a source of income through its vendor programme for women to sell and market their merchandise on a commission basis. This has seen the betterment of the emerging entrepreneurs' lives. Of particular interest is that the incomes of some of the beneficiaries have vastly improved.

In Manyame RDC where some of the project beneficiaries are benefitting from this partnership, the annual net income increased from USD 10,269.00 before the project to USD 40,034.00 after the project. This figure is set to rise even more. The partnership also saw NetOne playing a pivotal role at the 2015 Zimbabwe National Summit as NetOne contributed USD650 in prizes of mobile phones and lines to the winners.

Small beginnings they may have been but it was worth the while as this one singular event paved way to the drafting of a Memorandum of Understanding between the two organisations. This will further strengthen the organisation's position in terms of attracting funding and venturing into other areas of collaboration.

The partnership will also serve as a basis for monitoring and evaluating (M&E) the progress of the emerging entrepreneurs as they conduct their business, coupled with the NetOne vendor programme, thus offering diversity. Through the use of well-structured M&E tools GL will be able to save on people power as the use of NetOne records as well as field reports will provide GL with a monitoring background. Likewise GL will take advantage of these field visits to also administer

its own relevant M&E tools. The field visits will also help in mentoring the emerging entrepreneurs.



Reward Kangai, NetOne Managing Director remarking at the National Summit; Harare; Zimbabwe.
Photo: Gender Links

Through this partnership it is envisaged that other areas of collaboration will be established which will also help in leveraging the work that GL is doing. Of note is the work on the Centres of Excellence (COE) programme, to which NetOne will be sponsoring a floating trophy to the best COE council at the National Summit. Along with other incentives, this will help in ensuring that GL achieves and maintains good VFM strategies, some of which will include 'going green' and use of Information Communication Technologies (ICTs). It is essential that this partnership is nurtured so that GL can maximize on the expertise that NetOne possesses.

Community of Practice through social media



The importance of interaction, learning and sharing has led GL to map a strategy for developing Community of Practice (CoP) across its programmes. Many GL partners will participate through social media platforms; particularly Face Book and Twitter. The community of Practices will connect stakeholders across programme specific interventions. The Governance programme through the success of the Entrepreneurship project will connect local government councils with survivors of gender based violence. This is likely to open up opportunities for local economic development, mentorship and sponsorship for the survivors. The envisaged Alliance CoP will connect the networks to mobilise for Post-2015 Protocol strengthening and implementation. This CoP will empower participants with targeted skills for advocacy for specific gender issues in-country, regionally and globally. The media CoP will connect gender and media training institutions on gender mainstreaming in media content, curricula and leadership. All CoP will feed from the GL main Face Book page. The rationale for CoP is to provide a safe platform for dialogue, learning and sharing on gender equality whilst empowering participants with tools for advocacy, monitoring, capacity and networking.

Challenges

• **Ownership** - Partnerships require commitment in order to enhance ownership of programming. Sometimes partners are challenged with deliveries for specific projects due to limited capacity. GL ensures integration of its programme work that will be implemented by partners during planning. For example, country offices meet with councils in advance to map the calendar for the local govern-

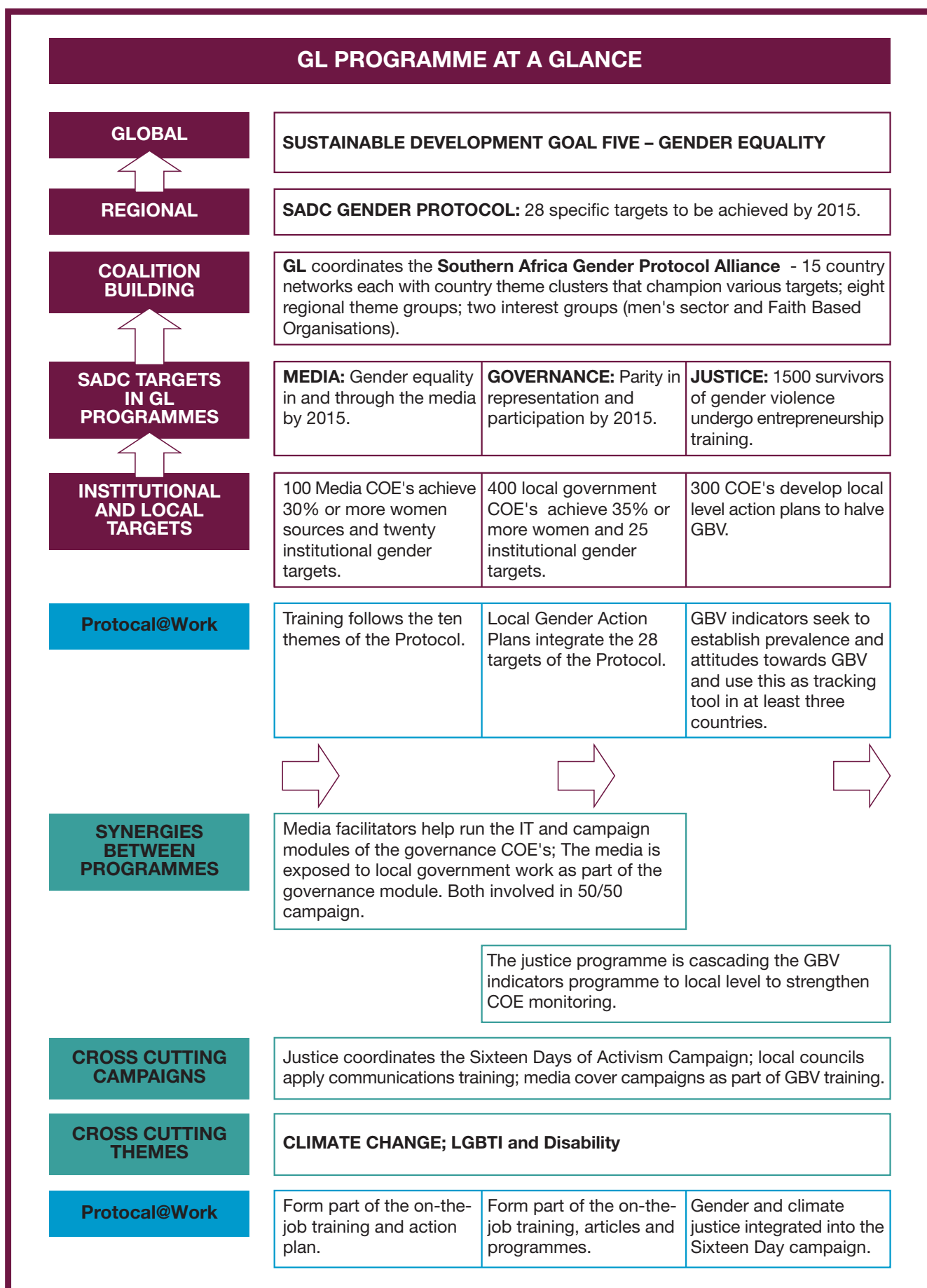
ment programmes. The Alliance holds regional meeting to plan for country level work while media also shares its annual strategy with the target media houses. Communication is essential for ownership of the programme with partners and GL enhances this through social media, newsletters and publications.

- **Sustainability** - The drying up of funding has hampered sustainability of some partnerships. Advocacy on the ground and institutionalisation of gender mainstreaming requires financial resources. Although partners sometimes combine fundraising efforts with GL, innovative ways of programme implementation are still required for partnership sustainability.
- **Post-2015 alignment** - There is need to invest resources and time onto the Post -2015 alignment of programmes and build the capacity of partners to do so. Country consultations are essential for the alignment whilst there is need to review local government gender action plans as well as national costed action plans in line with Post -2015 gender Protocol. Monitoring and evaluation tools for GL will need to be reviewed in line with the Post -2015 Protocol and popularised with the partners.

Next steps

- The Alliance will be undertaking a mapping exercise with a view to strengthening its work across key sectors.
- The media will strengthen its partnerships through the Gender and Media Diversity Centre (GMDC).
- The governance programme will launch an association of Centres of Excellence (COE) for Gender in Local Government.
- GL will seek to link participants in the *Empowering women, ending violence* project within countries and across borders, including through mobile technology.

PROGRAMME OF ACTION





"Gender Links is a small NGO with expertise in research, advocacy, and engaging the media in social transformation. All Gender Links' work is based on research. Gender Links uses the outcomes of research to innovate and take risks in implementing new tools, concepts, and methodologies sometimes in unfamiliar territories.

At the core of GL's work is the drive to change lives and so women and men are able to participate equally in all aspects of public and private life in accordance with the provisions of SADC Protocol. Gender Links has moved from breadth to depth as evidenced from all programmes progressing from research, to action plans, to capacity building, to a much stronger monitoring and evaluation of the impact the work, and now to managing results for change. All GL's work is managed in a cost-effective way that gives value for money. Because of its small size and wide scope of work in the region, GL works through smart partnerships to bring change and impact lives in SADC region."

- PPA Mid Term Evaluation

GL's vision is 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 SADC Gender Protocol (SGP). GL believes that the *vicious negative cycle of inequality* can be turned into a *virtuous positive cycle of equality*.

At the **state level** GL, as coordinator of the SADC Gender Protocol Alliance, has mounted a high profile campaign for the review of laws and policies, and allocation of resources to achieve the Protocol targets. In This campaign is measured through the annual SADC Gender Protocol Barometer, a key evidence-based mobilising tool for civil society. GL's justice programme works with governments to provide baseline data on gender violence for multi-sector national action plans aimed at halving gender violence by 2015. In 2014, GL and the Alliance started a campaign for the

review and alignment of the SADC Gender Protocol to the SDGs. The post-2015 SADC Gender Protocol is expected to be adopted in August 2016.

At the **institutional level**, GL integrates the targets of the Protocol into 400 local government and media gender action plans that contribute to the attainment of gender parity and gender responsive governance in these sectors. At the **individual level**, GL builds the capacity of Gender Champions and Focal Persons - *Drivers of Change* - to demand accountability through learning-by-doing. GL has also piloted a programme to link survivors of GBV to local entrepreneurial opportunities, testing a nested ToC on the link between economic empowerment and the reduction of GBV. The table below summarises GL's key achievements and strategic thrusts 2014 to 2016:

Programme	Main result	Targets and milestones 2014-2016
Alliance	Building a strong coalition in support of gender equality around a regional instrument with strong targets and timeframes.	Using the SADC Gender Protocol to influence the global post-2015 agenda and vice versa.
Media	Working directly with 108 media houses (eight more than target) on gender aware reporting including self- monitoring; a global first; chairing the Global Alliance on Media and Gender.	Completing the expanded ten plus ten (20) stage process in these media houses and expanding the Centres of Excellence to media training institutions.
Governance	Enlisting 360 Councils (60 more that target) to become Centres of Excellence (COE) for gender now investing 78 times more than PPA spend in the implementation of their gender action plans. ⁱ	Expanding the programme by 25% to reach nearly half of all councils in the region; mounting a campaign for legislated quotas for women's political participation in at least ten countries.
Justice	Conducting ground-breaking research on measuring gender violence in six SADC countries and using this to inform National Action Plans (NAPS).	Developing and running strategic communication campaigns on the findings in the six countries while completing the NAPS.

ⁱ VFM tracking sheet and case study for the governance programme.

Alliance and Partnerships



Sifisosami Dube - Alliance and Partnerships Manager



Lucia Makamure - Senior Programme officer



15 years of service

1. 15 country Alliance gender/women networks.
2. Nine regional gender networks.
3. Seven Regional Barometers.
4. 15 country Barometers in 2013, 13 country barometers in 2014/15.
5. 15 National gender machineries.
6. Seven Alliance logos since 2008.
7. 2934 SADC Protocol@work case studies.
8. 1067 signatures appended to the addendum on gender and climate change.
9. Six regional SADC Gender Protocol@work summits.
10. One continental network partner - FEMNET.
11. Two global gender network partners - Women's Major Group and Post-2015 Women's Coalition.
12. Two global mainstream civil society partners - CIVICUS and African Civil Society Circle.
13. Participated in eight sessions of the Commission on the Status of Women since 2009.
14. One Mail and Guardian semi-finalist 2015 award; semi-finalist in the One Africa Award 2015.
15. Tracking progress of gender equality targets across 10 sectors since 2009.

No. of focal networks	Country	Ang	Bots	DRC	Les	Mada	Mal	Maur	Moz	Nam	SA	Sey	Swa	Tan	Zam	Zim	Total	
	No.	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	15	
No. of events during the year	Country	Ang	Bots	DRC	Les	Mada	Mal	Maur	Moz	Nam	SA	Sey	Swa	Tan	Zam	Zim	Total	
	No.	1	2	3	1	1	1	32	1	4	1	0	2	0	1	1	51	
No. of participants in 2015	MALE					FEMALE					TOTAL							
	1 024					2 140					3 164							
Outputs in 2015	Reports			Action plans			Books			DVDs			Pamphlets/posters					
	15			7			15			0			1500					
Outreach in 2015	Website hits		Contacts generated			Media mentions			Other events attended			No of MOUS with partners						
	8 380					17			15			26						
Evaluation scores in 2015	Content	Design	Documen- tation		Facili- tation		Group work		Outputs		Outcomes		Learning		Networking		Admin	Overall
	88	87	85		88		84		84		84		89		88		86	86

Synopsis

The Alliance is a “network of networks” that campaigned for the SADC Protocol on Gender and Development (the Protocol), and now for its implementation, updating and alignment to the Sustainable Development Goals (SDGs). The Alliance networks works with communities to popularise the Protocol. The Alliance networks consult the target individuals during planning for the annual SADC Gender Protocol @Work summits. The Protocol is a unifying factor that brings together gender NGOs and government through the gender ministries and SADC Gender Unit to work together for a common cause. The SADC Gender Unit is critical for gender mainstreaming and implementation of the Protocol because of its direct

link with governments. The Unit works closely with civil society as partners for change. These factors are critical in the implementation of the Protocol. GL has developed a strategic partnership with the Gender Unit to provide technical expertise for the review process of the Protocol. Country networks ensure mobilisation of member states for a strong Post-2015 Protocol.

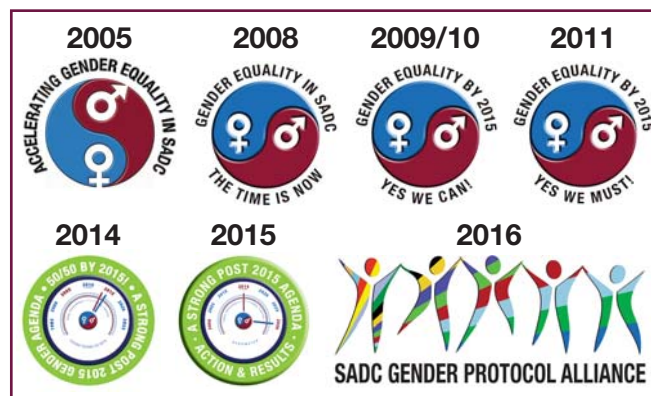
Objectives

- To mobilise for a strong Post-2015 SADC Gender Protocol that will enhance gender mainstreaming in the SADC region.
- To raise awareness of the regional and global gender equality frameworks that will form the Post - 2015

SADC Gender Protocol and the attainment of Sustainable Development Goal Five.

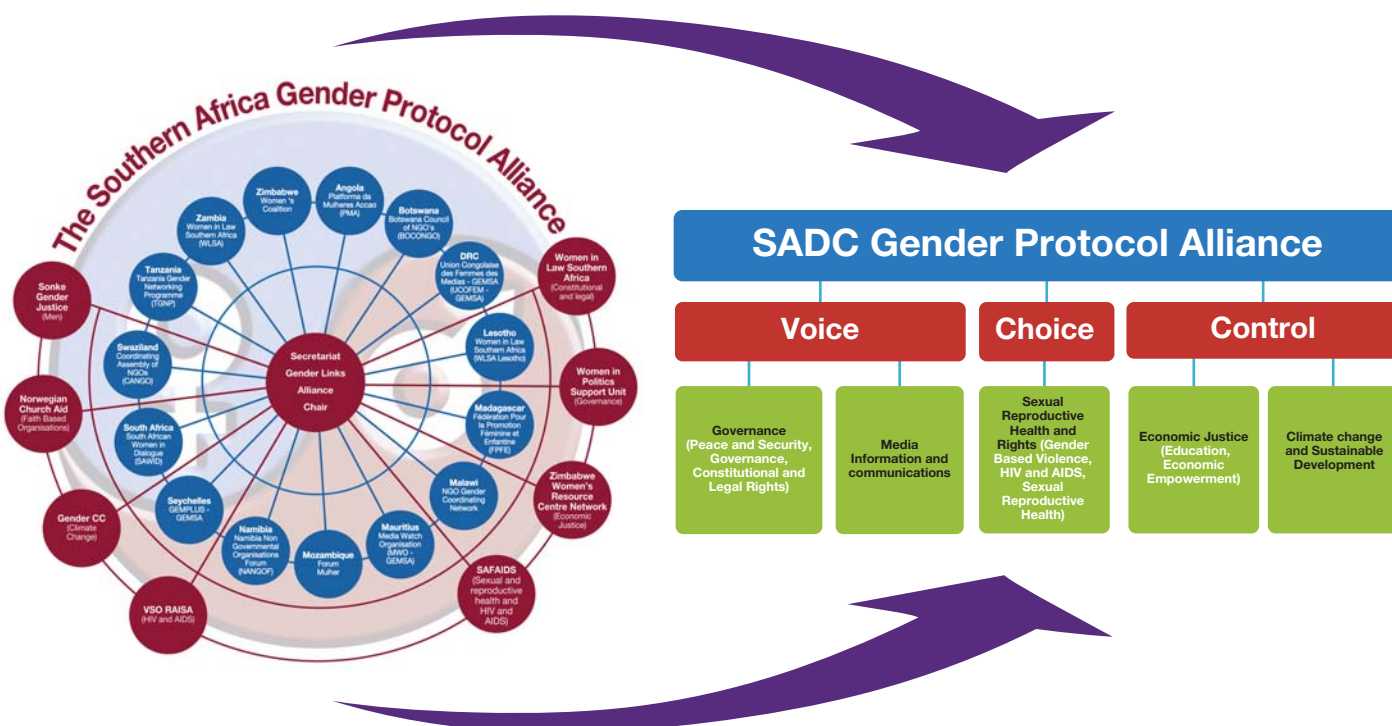
- Holding governments accountable through research, monitoring and evaluation to inform advocacy strategies.
- Lobby governments and the SADC Gender Unit for stronger targets in the Post-2015 SADC Gender Protocol.
- Strengthen the national Alliance focal networks through capacity building, sharing best practices and information resources and through supporting them in developing on the ground campaigns.
- Provide technical assistance to governments to accelerate implementation through integrating the SADC Gender Protocol targets into government gender policies; planning and budgets.
- Coalition building at regional and national level through country focal networks and theme cluster networks.
- Knowledge creation and sharing of good practices through documenting the SADC Gender Protocol @Work.
- Raising citizens' awareness, especially women, to claim their rights and make demands of their governments through the SADC Gender Protocol campaign.
- To contribute to the global dialogue on the post-2015 development agenda through advocacy efforts that would benefit the SADC region.
- To ensure that critical groups and areas such as climate justice and building movements including the faith based sectors are addressed beyond 2015.

How the Alliance works



GL is the coordinating NGO of the SADC Gender Protocol Alliance (the Alliance); a coalition of 15 national gender organisations and ten regional gender equality organisations. The coalition is brought together to campaign for the implementation and review of the Southern African Development Community (SADC) Protocol on Gender and Development, which is now a Southern Africa's roadmap for achieving Sustainable Development Goal (SDG) five - gender equality. GL mainstreams the targets of the Protocol in its three core programme areas - media, governance and justice.

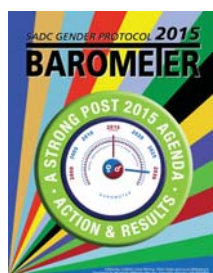
The Alliance programme is gearing up for implementation of its five year strategy that will ensure equal voice, choice and control as demanded by the Sustainable Development Goals. A mapping exercise will consolidate the network into five strong pillars as depicted in the diagram:



Key activities

Holding governments accountable through research, lobbying and advocacy

"Ladies and gentlemen, it is worth informing you that my office has a very healthy partnership with Gender Links on promoting gender equality and this relationship dates as far as 2008 when Gender Links opened its satellite office in Botswana. My Government therefore continues to collaborate with Gender Links on the implementation of the National Gender Programme." *Minister Batshu, SADC Gender Protocol Summit, 2015*



Since 2011, the Alliance has been measuring progress towards gender equality in the region using two indices namely the SADC Gender and Development Index (SGDI) and the Citizen Score Card. The SGDI measures progress against 23 empirical indicators in six sectors

(education, political participation, the economy, health, HIV and AIDS, and the media), all adjusted to a factor of 100.

The 2015 SADC Gender Protocol Barometer reveals that there are still areas that need rigorous implementation in order to attain the gender equality in the region. It is upon this premise that the Alliance sees the Post-2015 Protocol review as an opportunity to strengthen gender equality targets and develop a strong monitoring mechanism for the attainment of Post-2015 Protocol. The alignment of timeframes of the new Protocol with the Sustainable Development Goals, the Beijing Platform for Action and the African Union Agenda 2063 is crucial to achieve gender equality in the region. Implementation of the Post-2015 Protocol is critical to yield results of progress against targets. It is clear from the 2015 Barometer that gender equality has not been achieved in the region. The region still struggles with high prevalence levels of gender based violence, low political will for 50/50 women's representation, gender insensitive media content and lack of a rights based approach to sexual health and reproduction.

Strengthening the gender movement in SADC region

"The SADC Gender Protocol Alliance has succeeded in setting up affiliate networks in all 15 SADC countries, as well as across ten themes and cross cutting interest groups. In great part due to these efforts and relationships driven by the Alliance, that in May SADC Gender Ministers resolved to review the Protocol and align it to the SDGs, the Beijing Plus Twenty Review, and Africa's Agenda 2063. Additional cause for celebration is that the ministers declared that they want the updated Protocol to be accompanied by a Monitoring, Evaluation and Results Framework." *Phumzile Mlambo-Ngcuka, Executive Director, UN WOMEN, SADC Gender Protocol Summit, Botswana, August 2015*



Dr Phumzile Mlambo Ngcuka and former Malawi Minister of Gender Patricia Kaliati addresses participants at the GL/Malawi side event during CSW60, March 2016.
Photo: Sifiso Dube

The Alliance has been strengthened from year to year through the country mapping, country specific research and gathering of case studies at the annual national and regional summits. The following are some of the actions that the Alliance networks have been taking to influence policy change.

Mobilising at community level: In 2015 the Alliance held village workshops on popularising the SADC Gender Protocol linked (in the ten countries where GL has offices) to its 425 local government COE's. The evidence gathered from citizens collaborates with empirical evidence about gender equality progress in the SADC region.

There is need to raise awareness at community level about the SDGs and the Post-2015 Protocol in order for all citizens to rightfully claim their rights. Gender attitudes in the region remain blind in issues such as LGBTI rights and the rights to abortion. This is despite several progressive constitutions that call for equality amongst all citizens. The Alliance is gearing up for the Post-2015 Protocol implementation that will enable equal voice and choice of all citizens. The Alliance will be aligning the monitoring and evaluation tools with the Post-2015 agenda.



The Alliance has been creating linkages with mainstream civil society through CIVICUS and the African Civil Society Circle membership. The Alliance has worked closely with UN Women and the Women's Major Group on the Post-2015 agenda implementation. This has involved advocating for gender and media targets in the SDGs and comments during the SDG drafting process. GL is now working closely with the Women's Major group to advocate for financing for gender equality. The Alliance is actively involved in the continental discussions on the Post-2015 agenda through FEMNET membership where the Alliance chair is also the FEMNET chair.

Sharing best practices on gender mainstreaming during summits

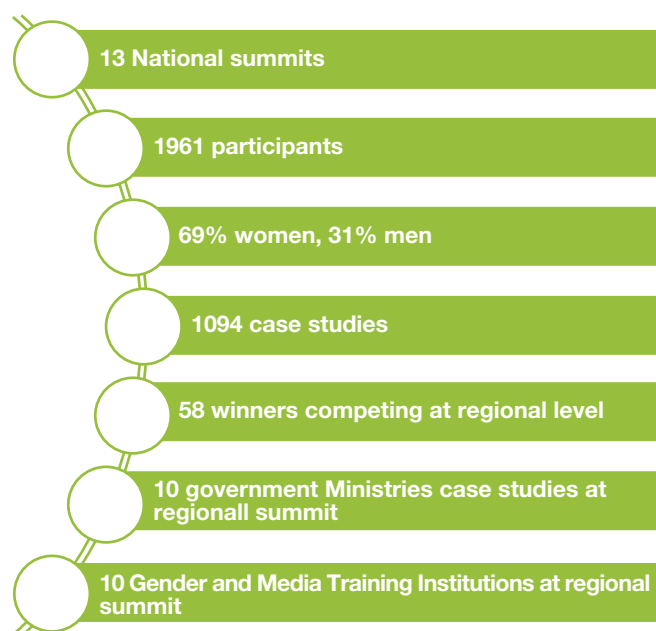
GL, the Alliance, local government associations, Faith Based Organisations and the Gender and Media Diversity Centre (GMDC) coordinated the SADC Gender Protocol@Work summits under the strapline ***“Now and Post-2015, Action and Results.”*** The summits served as a springboard to call for a stronger framework for gender equality aligned to the Sustainable Development Goals whilst the region took the final stock of progress made to fulfil the 28 targets of the SADC Protocol by the 2015 deadline.

The 2015 SADC Protocol@Work Summits attracted 1961 participants (1345 women and 616 men), garnering 1394 entries from across the region. Some 185 winners (53 men and 132 women) were given awards at the summits. The summits were held under five umbrella categories to cover entries at local and national level, and from the media in four categories: 1) Institutional - civil society, government, local government, the media, media training institutions; 2) Leadership and theme across all target groups. Theme awards included the 50/50 campaign, GBV, gender and climate change as well as women's rights. 3) Media awards - features and documentaries in print, radio, TV and photo journalism.

The 2015 SADC Gender Protocol Summits and Awards aimed to:

- Take stock of the progress made through the gathering of case studies of the SADC Gender Protocol@Work, at the local level, in government, civil society, Faith Based Organisations and the media, as well as across the key theme areas of the SADC Gender Protocol.

- Turn up the pressure for the review of the SADC Protocol on Gender and Development which expires in 2015.
- Make use of the upcoming elections in the SADC region to demand women's equality.
- Build linkages between civil society and government work on the ground as part of the broader objective of gender responsive governance and accountability.
- Develop a critical citizenry around the SADC Gender Protocol and the Sustainable Development Goals.
- Develop strategic partnerships and networking opportunities across different sectors.
- Strengthen the gender movement from local to national to regional to international level.



Unique features of the 2015 summit

- Held outside South Africa for the first time since 2008 and on the eve of the SADC Heads of State summit in Gaborone.
- A stronger institutional and sustainability focus.
- Stand-alone category for most resourceful local government Centre of Excellence promoting learning on sustainability.
- Increased number of entries for the Sexual and Reproductive Rights and Health category.
- A special category on the 50/50 campaign, to put the spotlight on SADC countries in the ten elections due to take place over the next two years, and turn up the pressure for delivery.
- A special category on gender and climate change, to increase pressure for strong provisions on gender and sustainable development in the Post-2015 Protocol.

Under the strapline, 2015-Action and Results, the 2015 summits focused on progress made towards achieving the 28 targets of the SADC Gender Protocol as well as action in strengthening the regional

instrument Post- 2015. The 2015 regional summit took place on the eve of the SADC Heads of State summit in Botswana, one of the two SADC countries that is not signatory to the SADC Protocol on Gender and Development, although the country has been leading the review process of the Protocol as SADC chair.

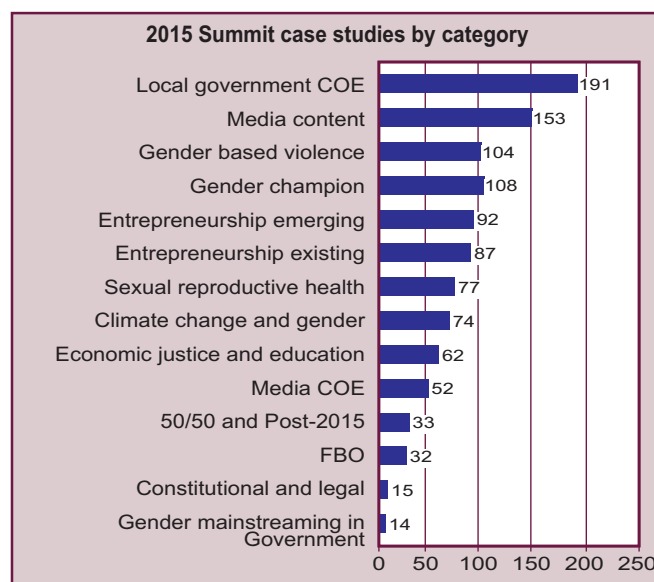
Regional summit keynote speakers included Botswana Vice President Mokgweetsi Masisi, Executive Director of UN Women, A message from Dr Phumzile Mlambo-Ngcuka, Minister of Labour and Home Affairs Edwin Bhatshu, as representatives of SADC Troika Member States. Dr Athalia Molokomme, the Attorney General of Botswana while Magdeline Madibela, former SADC Gender Unit Head and GL Board member, directed the summit awards ceremony, directed the official opening of the summit.

Activists, local authorities, media practitioners and government officials from all across SADC presented 1094 SADC Protocol@work case studies in 2015. The regional summit provided a platform for Government Ministries and departments, survivors of gender based violence and local government COEs to present their case studies.

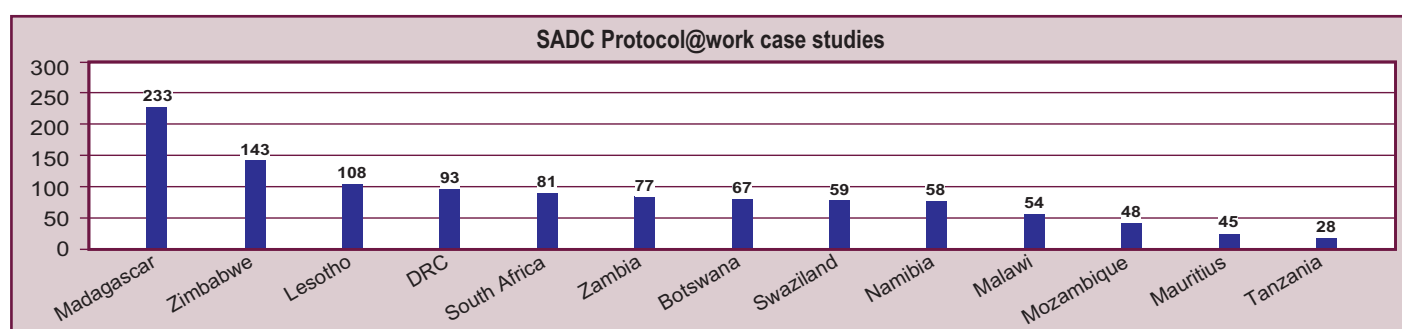
Alliance members emphasised the importance of grass roots mobilisation in advancing gender equality, as well as the vital role that youth, men's groups and faith-based organisations play in fighting for human rights and achieving gender justice. SADC Gender Protocol Alliance members also discussed measures to strengthen and diversify the Alliance in terms of its mandate to fit the Post-2015 agenda.

As part of the post-2015 agenda discussion, the Gender, Media and Diversity Centre (GMDC) held a parallel session on gender and media, strategising on how SADC media houses and media training institutions can contribute to the Beijing plus 20 review as well as various initiatives with the newly formed Global Forum on Media and Gender (GAMAG).

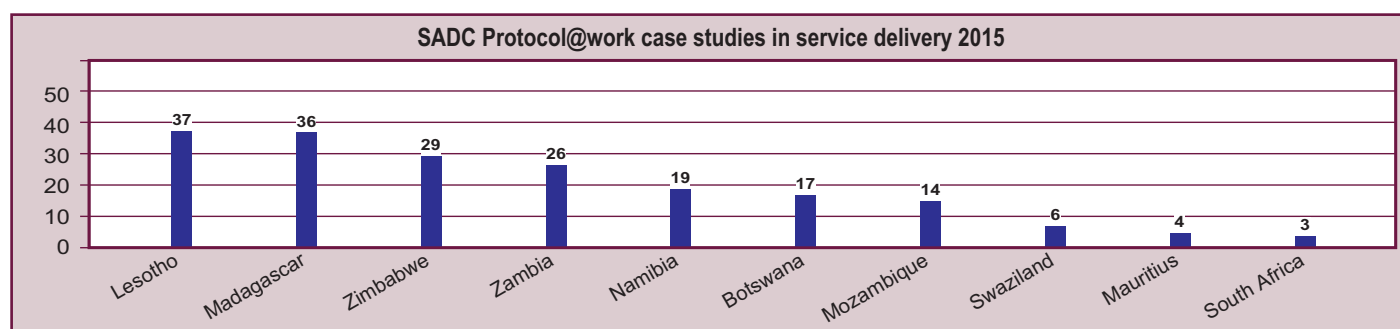
SADC Protocol@work case studies



As reflected in the graph, local government and media COEs submitted the highest number of entries (191 and 153) respectively. Government Ministries submitted ten case studies. The new Sexual Reproductive Health and Rights (SRHR) category attracted 77 entries. The climate change category remained prominent with 74 case studies.



Madagascar submitted the highest number of case studies (233) followed by Zimbabwe (143). The summits, held in 13 SADC countries, yielded a total of 1094 case studies, for a cumulative total of 2934 SADC Gender Protocol @Work case studies to date. Survivors of gender based violence participated in the emerging entrepreneurs.



Councils presented 191 case studies at the 2015 SADC Gender Protocol summits, 158 of these on the COE process. COEs are taking the lead in championing women's rights through service delivery. Gender specific projects emerging from the COEs include adequate provision of water, improving health care access to women, reducing GBV through safety and awareness campaigns, climate change mitigation

through education and greening projects. Although the councils still have challenges in funding gender mainstreaming, they have come up with innovative ways of streamlining activities within service delivery. Councils deepened implementation through other gender specific projects presented in women's rights and leadership categories. The graph shows that Lesotho submitted the most entries in the COE category (37).

Strengthening the gender movement in SADC region



"The review of targets in the SADC Protocol on Gender and Development is very critical. It is encouraging to note that the review is one of the main agenda items that this meeting will focus on so as to align these targets to the Post-2015 Sustainable Development Goals, the AU Agenda 2063 and other relevant regional, continental and international instruments." *Statement by SADC Executive Secretary, Dr Stergomena Lawrence Tax at the May 2015 SADC Gender Ministers meeting, Harare*

With the expiry of the MDGs in 2015, the Alliance led a regional campaign for the Protocol to be updated, and used its indicators to influence the global setting of gender targets and indicators for the SDGs, now being used to strengthen the Post-2015 Protocol.

The Alliance has lobbied at a global level for the inclusion of gender targets in the Sustainable Development Goals. The SDG Indicators team officially recognised GL for this work in its March 2016 report. The Alliance has been systematically working towards aligning the SADC Gender Protocol with the SDGs and formulating indicators to measure the targets. With lessons learnt from the MDG era through costing of gender action plans, the Alliance has pushed the envelope to have indicators to measure Protocol targets. The work of the Alliance in collaboration with Member States and the SADC Gender Unit makes the Protocol the only instrument

in the region with targets and possibly indicators. The Alliance has collaborated with gender networks such as Beyond 2015 and the Women's Major Group to lobby the United Nations for stronger gender equality goals. The Alliance produced several press statements highlighting the need to strengthen gender in the SDGs through a rights based approach.

On the ground, the Alliance has been part of the tripartite team for the review of the SADC Gender Protocol together with UN Women and the SADC Gender Unit. The Alliance brings to the table individual lobbying experience with SADC Gender Ministers. The Alliance has worked with seven SADC countries (Seychelles, Namibia, Zambia, Swaziland, DRC, Mozambique, and Malawi) to align their gender policies and action plans with the SADC Gender Protocol thereby strengthening the economic justice aspect of gender mainstreaming.

Opening the door for Botswana and Mauritius to sign



Botswana Vice President Mokgweetsi Masisi officially opening the regional SADC Protocol@Work summit, August 2015.

Photo: Gender Links

Replacing affirmative action with “special measures” in the draft Protocol may open the door for Mauritius to sign the new Protocol. Mauritius has up to now not signed the Protocol on grounds that the affirmative action provisions conflict with its Constitution. As Chair of SADC with primary responsibility this year for the review of the Protocol, Botswana came under pressure to sign during the SADC Protocol@Work summit. A high level Alliance delegation met with Minister of Labour Batshu to make the case. Opening the summit, Vice President Mokgweetsi Masisi reiterated that Botswana is broadly in agreement with the Protocol, but found the 2015 deadlines unrealistic. He hinted that the review offered room for a rethinking of the Botswana's governments position.

SADC Member States met in Johannesburg from 26 to 28 October 2015 to review the SADC Gender Protocol in line with the mandate given by the Gender Ministers meeting held in Harare in May 2015, that drew up a review roadmap. The review process linked the Protocol with the SDGs, the African Union Agenda 2063, the Beijing Plus Twenty Review and cross reference with other SADC Protocols. This is a historic convergence of key development processes at a global, continental and regional level. The review of the SADC Protocol on Gender and Development created a platform for dialogue and debate between SADC Ministers of Gender, civil society, UN Women and the SADC Gender Unit. The review meeting acknowledged the input of civil society in the process and provided equal opportunity for all to input.

The Protocol review process

The Alliance members accelerated lobbying for a strong Post-2015 agenda through individual Member States. Preparation by the Alliance networks produced a reference document aligned to the SDGs, Beijing Plus Twenty, African Union Agenda 2063 and other SADC Protocols. The review of the SADC Protocol on Gender and Development created a platform for dialogue and debate between SADC Ministers of Gender, civil society, UN Women and the SADC Gender Unit. Through UN Women, a consultant was hired to do a preliminary draft of the Protocol before the working meeting. As a technical partner in the review process, the Alliance identified areas to strengthen the draft Post-2015 Protocol as follows:

Summary of key milestones involving the Alliance on the Post-2015 agenda

- **March 2015:** The Alliance participated at CSW 59 with a focus on the targets and indicators for the SDGs and the SADC Gender Protocol Post-2015
- **March 2015:** The UN SDGs working group acknowledges The Alliance's input on the Global SDGs consultations.
- **May 2015:** The SADC Executive Secretary requests the Alliance together with UN Women to work with the SADC Secretariat as technical partners in the review process.
- **May - June 2015:** The Alliance holds 13 national SADC Protocol @ work summits.
- **July - August 2015:** The Alliance completes an alignment exercise for the review of the SADC Gender Protocol; aligning to the SDGs, African Union Agenda 2063 and Beijing Plus 20 review. The Alignment exercise also cross referenced the possible targets with other SADC Protocols.
- **August 2015:** The Alliance launched the sixth edition of the SADC Gender Protocol Barometer in Botswana on the eve of the 36th SADC HOS Summit in Gaborone at the SADC Protocol@Work summit.
- **October 2015:** The Alliance participates actively at the first review process of the Protocol together with UN Women, governments and the SADC secretariat.
- **January 2016:** The East African gender movement emulates the SADC Gender Protocol Barometer and requests capacity building from Gender Links for an East Africa Barometer aligned to the SDGs.
- **March 2016:** The Commission on the Status of Women adopts the SADC led Resolution on HIV and AIDS.
- **March 2016:** The Alliance holds a side event at CSW60 which was attended by the UN Women Executive Director who affirmed commitments to conduct research on gender equality in the region.

Priority areas for strengthening in the final Post-2015 SADC Gender Protocol

Area	Proposed area for strengthening
Constitutional and legal rights	Equal rights in marriage, cohabitation and legal partnerships and equality in marriage and after marriage in the event of divorce or death of either spouse.
Education	Ensure inclusion of gender analysis of the education curriculum to make it more gender-responsive and remove stereotypes. A target on safety in schools and access by marginalised groups such as the disabled and indigenous people is important.
Economic empowerment	Missing is women's role in agriculture and mining, the role of rural and indigenous women in the economy.
Gender based violence	Ensure that gender based violence has a target on its elimination as per the SDGs and the AU Agenda 2063.
Sexual reproductive health	Recognition of the rights aspect of sexual reproductive health in line with UNAIDS, ICPD and BPFA.
	Include a target on sharing reproductive roles with men and boys as per the HeforShe campaign
HIV and AIDS	Need to cross reference with the Maseru Declaration on HIV and AIDS and the UNAIDS targets calling for an end to HIV and AIDS.
Peace building and conflict resolution	Highlight the role of cultural practise in peace building.
Media	Emphasise equal access and affordability of ICTs and equal voice to women and men in all areas of coverage.
Climate change and Sustainable Development	Include targets on food security, energy, disaster management and financing.

Risk analysis

Risks	Rate - High/Medium/Low	How these will be mitigated
Internal		
Limited funding for implementation of programme across the 15 SADC countries	Medium	Joint events, application of value for money approach, collaboration with governments, accelerated fundraising.
Conflicting priorities with alliance members		Compliment efforts on the ground by providing backstopping and support, mapping exercise of Alliance members.
Changing personnel for Alliance country focal networks	Low	Up to date information access uploaded on country page in the website, regularised communication.
Lack of government buy in for some projects	Low	Continued lobbying - sharing case studies from other countries
Sustaining the building of a body of knowledge in the form of summit case studies	Low	Frequent collection of case studies in the form of drivers of change; use of online tools.
Competing partner priorities	Low	Synergising programme deliverables with that of partners e.g. the Civil Society Forum and barometer launches.
External		
Limited funding for women's rights	High	Capacity building for Alliance networks to fundraise for barometer research, use of Training of Trainers workshops instead of individual workshops resulting in wider outreach.
Delays in the review of the Post-2015 Protocol	Medium	Advocacy efforts towards a review of the SGP through country networks.
Government bureaucracy	High	Working closely with Member States during the review process and at international and regional platforms.
Botswana and Mauritius not signatories of the protocol	Medium	More progressive language in the draft Post - 2015 Protocol.
Limited knowledge by citizens on reviewed gender Protocol	Medium	Capacity building on Post-2015 Gender Protocol through country consultations

Assumptions about external factors that have changed include the level of capacity for implementation of the Post-2015 Gender Protocol. This implies a need to build capacity of Alliance networks and gender ministries on the Post-2015 Protocol.

Outputs

Target for the year	Baseline	Indicators	Achieved
3 Annual meetings	No regional meetings held in 2016.	Level of coordination and ability to influence regional and global agenda through the Post-2015 SADC Protocol.	Regional meeting scheduled for May, Alliance members met during the CSW 60.
1 regional meeting on LGBTI, LGBTI cluster incorporated into the Alliance	No LGBTI organisation is part of the Alliance network.	Presence of an LGBTI sectors in the regional and country Alliance Networks.	Grant for LGBTI work, regional meeting planned for in May.
16200 sample reached for Attitudes, Knowledge, CSC	Sample size reached by Nov 2015 as follows: Attitudes = 41454; Knowledge = 36768; CSC = 37299.	Number of questionnaires administered for Attitudes, Knowledge, CSC; Improved knowledge amongst beneficiaries on the SGP and improved attitudes on gender equality.	Outstanding data collection from Angola, DRC, Malawi and Tanzania.
15 country reports, 3 regional reports. All researchers paid	2014 Regional barometer finalised, 12 country reports to be finalised by the 16days of activism.	Improved gender equality implementation in the region reflected in the barometer.	Regional Barometer to be produced in June 2016.

Outreach

- **Media** - Alliance programme staff regularly participate in mainstream media interviews and contribute opinion and commentary pieces. The blog site will be used by the Alliance to highlight topical gender issues e.g. when participating in global platforms.
- **New Media** - the Alliance programme has a twitter handle @GenderProtocol which is managed by both staff members of the unit and feeds into Gender Links twitter handle. A number of regional and continental gender movements follow the Alliance on twitter. The Alliance unit is planning to establish a community of Practice on Facebook after the May 2016 regional meeting.
- **Website** - the Alliance has a dedicated page on the Gender Links website. Navigation through the website is possible by countries and project. The Alliance blog is embedded on the website.
- **Publications** - Alliance publications are marketed and distributed through a list of key stakeholders. The publications are also available online for sale for those who want to use them as reference materials. All publications are shared with members for wider distribution.

- **Village meetings** - these meetings are used to popularise the Protocol and gather monitoring data from the citizens. In 2015, no village meetings were held therefore the Alliance members used their own platforms to collect data and popularise the Protocol.
- **Working through and with partners** - The Alliance is a member of the Women's major group, the Post-2015 Women's coalition and FEMNET. The Alliance also collaborates with mainstream civil society through CIVICUS, the African Civil Society Circle, SADC CNGO and Southern Africa Trust. Alliance members have Memorandum of Understanding with Gender Links.



Influencing the global agenda: Alliance team at the Malawi High Commission with Minister of Gender Patricia Kaliati, CSW 2015.
Photo: Colleen Lowe Morna

Institutional partnership: Women and Law in Southern Africa Research and Education Trust (WLSA) leads the way in fighting for women's rights

Women and Law in Southern Africa Research and Education Trust (WLSA) is an action-oriented research organization working in seven countries of Southern Africa: Botswana, Lesotho, Malawi, Mozambique, Swaziland, Zambia and Zimbabwe. WLSA is a renowned Southern African feminist and human rights organization that supports evidence based interventions to promote and protect women and girls' rights through legal and policy reform and changes to discriminatory socio-cultural practices. WLSA Lesotho, Zambia and Regional have partnerships with the Alliance programme as focal points and experts in Constitutional and legal rights.



Colani Hlatshwayo, National Coordinator for WLSA, Swaziland. Photo: Gender Links

WLSA's vision is 'A Southern Africa region where justice is equitably accessed, claimed and enjoyed by women and girls in all spheres of life'. WLSA country offices in Lesotho and Zambia have worked closely with Gender Links to popularise the SADC Gender Protocol and administer monitoring tools to community members. Through this partnership, the Alliance programme is able to plan for Post-2015 Protocol implementation and monitoring. Country consultations on the draft Post-2015 Protocol will be held with WLSA in June 2016. The main objectives of WLSA are to contribute new dimensions to the discourse and practice of promoting equity and equality for women and children in Southern Africa through research. WLSA aims to effectively contribute towards improving the legal situation of women, children and gender mainstreaming in the regional development of Southern Africa. Other interventions include campaigns for improved access to the legal justice system and knowledge on their economic, social and cultural rights in WLSA member countries' women and children.

Source: Adapted from WLSA website <http://www.womenandlaw.org.ls/about.html>

Outcomes - results

Target for the year	Baseline	Indicators	Achieved
Identifying credible data sources (UN, Central Statistics Offices) that can be used to measure progress against the Post-2015 SADC Gender Protocol, updating the SGDI and CSC accordingly Goals (SDGs).	Draft Post-2015 SADC Gender Protocol aligned to the SDGs developed by a task team comprising governments and the Alliance; to be approved by the Council of Ministers in June; MER framework new; SADC Gender and Development Index and Citizen Score Card in existence but need to be updated.	A strong Post-2015 SADC Gender Protocol Monitoring, Evaluation and Results (MER) framework aligned to the Sustainable Development Goals that is used to strengthen the tools used for tracking change in the annual Barometer.	Draft Post-2015 Protocol with stronger targets and stand alone climate change section.
Comparison of current SADC Gender Protocol with Post-2015 Protocol by GL secretariat.	Preliminary Post-2015 targets and indicators matrix developed and reflected in 2014, 2015 Barometers.	Extent to which the Post-2015 SADC Gender Protocol includes new timeframes and global, continental and regional gender frameworks.	Priority list of areas for strengthening in draft Protocol.
8 country consultation meetings, Meetings with the SADC Gender Unit and SADC Gender Ministries, 15 SADC Countries adopt the Post-2015 Protocol.	15 SADC countries contributed and attended a working meeting on reviewing the Protocol in October 2015.	Number of countries that adopt the Post-2015 SGP.	Protocol still in draft stage.
10 sector; 15 country; two cross cutting sector MOU's	8 sector; 15 country; draft MOUs with men's sector	Number of MOUs reviewed and signed; and partnerships formed.	15 country MOUs, Nine sector MOUs.
Consolidation of Alliance clusters into five pillars.	Nine clusters established.	Number of clusters established in the Post-2015 Alliance.	Meeting for consolidation planned for May
10 draft national gender policy and 10 draft costed gender action plans aligned to the SADC Gender Protocol targets.	7 countries have gender policies and action plans in place reflecting milestones to achieve gender equality.	Number of countries with National gender policies and action plans aligned to the SADC Gender Protocol and reflecting milestones for implementation.	Seven countries have gender policies and action plans in place reflecting milestones to achieve gender equality.
3300 Protocol@work case studies by 2016. At least 20 champions signed up per country.	1190 SGP case studies.	Number and quality of case studies submitted each year cumulative.	2394 case studies.

Change brewed in a feminist cooking pot

By Sara Hlupekile Longwe



Since the Beijing Declaration and Platform of Action in 1995, all nations have pledged themselves to programmes for women's advancement. The nations of Southern Africa are no different: all except two have signed up to the SADC Protocol on Gender and Development in 2008. Phrases such as “gender mainstreaming” and “women's empowerment” slip lightly off the tongues of presidents and ministers. Governments have established laws and policies on gender equality, and established Ministries of Gender to implement these policies. But it is not that simple. In many areas gender gaps have remained stubbornly large.

Why is this? My explanation is that many of these policies have evaporated in an African patriarchal cooking pot.¹ One aspect of this cooking pot is the so-called “lack of political will”. This begins when government leaders sign international conventions and declarations to ensure political respectability on human rights, and ensure that donor grants and loans continue to flow into the country. Often such gestures lack any real commitment to challenge the pervasive patriarchy of traditional society and its system of governance.

A government bureaucracy charged with implementing gender policies is not simply an administrative machine which follows policy directives in a mechanical matter. A government bureaucracy has its own culture and value system which includes a traditional system of patriarchy - male domination of positions and decisions for the continuation of male privilege both within the bureaucracy and in the larger society. This means, in practice, that gender activists - both within these bureaucracies and in the wider society - may have a hard time trying to push a government bureaucracy to take meaningful action. Some examples include:

- Reducing the concept of women's empowerment from women's increased control over their own lives and participation in public decision making, to a concept of women's improved welfare and access to resources;
- Reducing the concept of equal rights for women to a concept of women being more fairly accommodated within the existing patriarchal structural inequality;
- Reducing the well defined term 'gender equality' (be eliminating gender gaps) to a vaguer concept of 'gender equity'.
- Selecting for employment within the bureaucracy women who are not gender activists, and are instead amenable to women's accommodation within a patriarchal system, rather than within a system of equal rights;
- Failing to identify gender issues in a situation analysis, or otherwise identifying gender issues that never translate into program goals to address these issues;
- Identifying gender goals which never translate into gender objectives;
- Failing to identify gender objectives, but claiming that all activities are conducted in a 'gender sensitive way'.
- Making a separate gender element within a programme, instead of mainstreaming attention to gender issues in all aspects of the project;
- Appointing a gender specialist to a programme who has no seniority nor position to influence program planning, implementation or evaluation;
- Using “window dressing” techniques, such as putting gender oriented words into all project documents to give a false impression of a gender oriented programme.

Strategies for change brewed in a feminist pot include:

- Alliances of women's organizations concerned with activism to work together to recognise the patriarchal resistance of many implementing agencies towards gender policies;
- Concerted collection action, including international networking, to analyse the workings of the patriarchal pot, and to work together on developing alternative strategies aimed at breaking the patriarchal pot;
- Obtaining external funding for civil society organizations for the implementation of key gender equality programs;
- Put proposals to international NGOs for funding for gender equality programmes;

¹ The patriarchal cooking pot concept is adapted from an earlier paper: Sara Hlupekile Longwe, 1995, A Development Agency as a Patriarchal Cooking Pot, presented at Seminar on Women's Rights and Development organized by One World Action, Wolfson College Oxford, 24 May 1995.



Challenging patriarchy: George Nyendwa, Lusaka Mayor, Daisy Ngambi, Permanent Secretary, Ministry of Gender and Child Development, and Sara Longwe, Gender Links Board Member during the SADC Gender Protocol Summit in Lusaka, Zambia.
Photo: Gender Links

- Finding allies within government bureaucracies to gradually breakdown patriarchal resistance to gender equality programmes;
- Work with sympathetic elements within government to develop a cadre of femocrats (female feminist bureaucrats) to work at the highest levels to break down the culture of the patriarchal pot.
- Working with government to implement selected programs which are considered to be sufficiently gender focused;
- Write shadow reports, from the perspective of the women's movement, on government reports of progress in implementing international commitments;
- Producing regular sex-disaggregated reports to monitor progress towards gender equality;
- Dialogue with government on areas of unsatisfactory progress towards gender equality, and make demands for definite progress.

Next Steps

Advocacy on the review of the Protocol: GL will work with Alliance networks, the SADC Gender Unit and the individual governments to push the envelope towards finalising the review of the Protocol with strong targets. The Alliance will focus on strengthening the Protocol to have a strong implementation framework on which is key to ending poverty in the region. This will be achieved through the five clusters of the Alliance. GL will include visibility actions, press statements and new media messages on the rationale for the review process. GL will participate at the SADC Ministerial meeting to finalise the review process and ensure that Alliance non-negotiable issues are strengthened Post-2015.

Realignment of the Alliance clusters: The Alliance is consolidating its clusters to five clusters namely; Governance, Economic Justice, Sexual Reproductive Health and Rights, Climate change and Sustainable Development, Media and Information Communication. This will enable effective collaboration amongst the networks and advocacy towards voice, choice and control. The alignment exercise resonates with the domestication of the SDGs and implementing the Post-2015 Protocol.

New media and Alliance Community of Practice: The Alliance unit will invest energy in highlighting topical gender issues through twitter. The Alliance will establish a community of practice through Face Book during the regional meeting scheduled for May 2016.

SADC Gender Protocol@ case studies: GL is mobilising resources to gather evidence of how policy is being in the areas of gender and economic justice and climate change, summit participants will showcase best practices at a local and national level. GL is exploring more sustainable ways of collecting best practices on gender mainstreaming through smart partnerships and follow up of past case studies to reflect change. GL will analyse case studies collected over the past five years to highlight what change has been effected through the Protocol and GL intervention. The barometer will include at least 25 commissioned case studies.

Tracking gender attitudes in the 2016 SADC Gender Protocol Barometer: A special highlight of the 2016 Barometer will be an analysis of the Gender Attitude Surveys gathered across the region over recent years. The aim is to highlight how patriarchal attitudes remain a major barrier to the attainment of gender equality in the region.



Ready for action: Alliance Steering Committee.

Photo: Gender Links

Gender and Media



Sikhonzile Ndlovu - Manager



Tarisai Nyamweda - Senior programme officer



Marie-Annick Savripène - Francophone editor



Thandokuhle Dlamini - Communications Officer

15 years of service

1. Conducted the first ever Gender and Media Baseline Study and two follow up Gender and Media Progress (GMPS) studies.
2. Conducted the Southern African Gender and Media Audience Study and Glass Ceilings - Gender in Southern African Newsrooms Study.
3. Piloted the Gender and Media Literacy course in 14 SADC countries.
4. Worked with media partners to establish the Gender and Media Diversity Centre (GMDC) a collaborative platform for media stakeholders.
5. Conducted four Gender and Media Summits - a platform for media to showcase good practise on gender responsive media practice.
6. Participated in four SADC Gender Protocol @ work summits.
7. Collected over 500 case studies of gender in the media.
8. Supported 108 Centres of Excellence for Gender in the Media to develop, adopt and implement gender policies.
9. Worked with nine journalism and media training institutions to mainstream gender in curriculum.
10. Offering gender aware news content through the Gender Links News Service since 2003.
11. Building the capacity of hundreds of journalists in the SADC region through on-the-job training.
12. Contributing to amplifying women's voices in the news.
13. Shaping public opinion through tackling contentious news topics.
14. Responding to hundreds of media interview requests by the media.
15. Chairing the Global Alliance on Media and Gender (GAMAG).

Media Centres of Excellence	Country	Bots	DRC	Les	Mada	Mal	Maur	Moz	Nam	SA	Swa	Tan	Zam	Zim	Total
	No. of COEs	7	11	10	6	11	4	12	1	14	5	11	6	2	100
No. of events during the year	Country	Bots	DRC	Les	Mada	Mal	Maur	Moz	Nam	SA	Swa	Tan	Zam	Zim	Total
	No.	7	1	3	3	10	6	5	1	19	4	2	8	2	71
GIME COEs	Country	Bots	DRC	Les	Mada	Mal	Maur	Moz	Nam	SA	Swa	Tan	Zam	Zim	Total
	No. of COEs	1	1	0	1	2	1	1	1	2	0	1	0	1	12
No of beneficiaries	MALE				FEMALE					TOTAL					
	221				347					568					
How rated by partners in evaluations - average scores	Content	Design	Documen- tation	Facili- tation	Group work	Outputs	Outcomes		Learning		Networking		Admin		
	86	83	86	84	84	85	77		86		83		83		
Outputs	Reports		Action plans		Books			DVDs		Pamphlets/posters					
	30		0		0			0		1					
Outreach	Website hits		Contacts generated		Media mentions		Other events attended			No of MOUS with partners					
	5641		Not available		10		6			86					
Evaluations - average scores	Content	Design	Documentation	Facilitation	Group work	Outputs	Outcomes		Learning		Networking		Admin	Overall	
	85	85	81	84	83	82	81		86		85		83	84%	

This year the Media Programme celebrates 15 years of hard work, achievements and challenges. The programme is an opinion leader and ground breaker. As the region commemorates 25 years of the Windhoek Declaration on Promoting Independent and Pluralistic Media, GL has been at the forefront

in foregrounding women's access to the news media as integral to Freedom of Expression and Access to Information. Women constitute 52 per cent of the population, yet they constitute less than one-fifth of news sources, according to the 2015 Global Media Monitoring Project (GMMP).



Tarisai Nyamweda, GL Senior Media Programme Officer, GL Chairperson Emily Brown and members of the GMPS team.
Photo: Thandokuhle Dlamini

The programme is well known for its research-based advocacy which has informed action plans and gender policies in media institutions across the Southern African Development Community (SADC). From the Gender and Media Baseline Study (GMBS) to the 2015 Gender and Media Progress Study (GMPS), the programme continues to push boundaries, exploring new areas of diversity such as Sexual Orientation and Gender Identity (SOGI). The GMDC continues to reposition itself, looking more at working closely with institutions of higher learning through the COE process.

Following the launch of the Global Alliance on Media and Gender (GAMAG) the media programme has influenced global discourse through chairing GAMAG. With a membership of over 900 organisations and individuals, GAMAG has profiled GL's media COE work through engagements and knowledge sharing at the first ever GAMAG General Assembly in Geneva in December 2015. GL has been part of a campaign to get the United Nations to commit to standard setting and support for gender equality work.

In 2015, the programme continued to forge new partnerships through working with the Ford Foundation on LGBTI rights and partnering with the Association of Independent Publishers to prepare community newspapers for the upcoming South Africa local government elections. GL deepened its relations with media institutions through the 108 Centres of Excellence (COE) for gender in the media and nine partners in the Gender and Media Education (GIME) work. These partnerships have helped GL achieve efficiency and value for money through opportunities for in-kind support.

Objectives

- To contribute to the Post-2015 SADC Gender Protocol target of attaining gender equality in and through the media in SADC and leveraging this work globally through the Global Alliance on Media and Gender. GAMAG works to contribute to the strategic objectives of Section J of the Beijing Declaration and Platform for Action.
- Contribute to the body of knowledge on gender and media research, advocacy and training through conducting period research on gender in the media. GL has just conducted the Gender and Media Progress Study, a sequel to the 2003 Gender and Media Baseline Study (GMBS) and the 2010 GMPS. The latest GMPS provides baseline data on media coverage of cross cutting issues such as disability and sexual orientation and gender identity. Research continues to be a useful tool for advocacy.
- Provide a platform for knowledge sharing and learning around gender and the media through the Gender and Media Diversity (GMDC) and Global Alliance on Media and Gender (GAMAG). The Media programme continues to engage media stakeholders through the GMDC and globally through GAMAG. This continuous collaboration provides opportunities for the exchange of ideas crucial to the growth and strength of the gender and media movement. Journalism and media training institutions are the backbone of the GMDC. The GMDC houses research projects, publications as well as training materials under the Virtual Resource Centre (VRC).
- Support media houses to mainstream gender and diversity in institutional practice and content. Through the Centres of Excellence (COE) for gender in the media project, GL has continued to engage 100 media houses across the SADC region to push for gender response practice and content. This project has seen media houses develop and implement in-house gender policies and action plans.
- Empower journalism and media training institutions to mainstream gender in their teaching curriculum through the GIME COE project. Working with close to ten training institutions, the media programme has been able to engage with trainers and students on key, media and diversity issues across the region.
- Document, replicate and share media good practice through the SADC Gender Protocol summits. To

date the programme has collected 500 case studies of good institutional and journalistic practices that can be replicated. The summits facilitate learning, knowledge sharing and a platform to strategize and plan for the future.

Activities

Centres of Excellence for Gender in the Media:

GL continued with COE workshops for media houses. Most of the training focused on stage seven, which involves on-the-job support and capacity building for media house personnel. Media houses in Botswana, DRC, Madagascar, Mauritius, Swaziland, Tanzania and Zambia have completed all the relevant stages of the COE process. Verification involved administering the Gender Score Card (GSC) which measures progress in gender mainstreaming against key gender and media indicators. Media COEs and individual journalists presented case studies at the annual SADC gender summits in 13 countries. Due to funding constraints participants could not proceed to the regional summit in Botswana.



Gladness Munuo GL Tanzania media COE co-facilitator at the 2015 Tanzania national summit.
Photo: Thandokuhle Dlamini

“The Gender and Media awards have motivated Tanzania journalists to improve the quality of their work. We would like to see that continuing as the awards have become synonymous with the GL brand. The awards provide an opportunity for journalists to self-evaluate their own performance and to present their case studies, thereby allowing for originality and creativity. This has also helped to build participants’ presentation and public speaking skills. It is my hope that one day GL will open an office in Dar es Salaam”
Gladness Munuo Media COE Co-Facilitator: Tanzania

SADC Gender Protocol@Work summit and training of SABA Gender Focal points: Media COE participated in national and the regional SADC Protocol@Work summit. GL is working with broadcasters that fall under the Southern Africa Broadcasting Association (SABA) as part of the media COE project. Following commitments made at SABA's 2014 Annual General meeting and UNESCO's support under the International Project for Development Communication (IPDC), GL conducted training for 26 gender focal points drawn from 12 member broadcasters. This training aimed to enhance the capacity of gender focal points to drive the gender mainstreaming work from within the public broadcasters. SABA profiled its gender mainstreaming efforts at its annual conference in Rwanda.

Conducting the Gender and Media Progress Study:

In 2015, GL conducted the second Gender and Media Progress Study (GMPS) to gauge the extent of progress in the media since the landmark Gender and Media Baseline Study (2003). The study is unique in that it brings together all GL's previous research - on media content generally, as well as advertising, radio talk shows, tabloids, glass ceilings, as well as Gender in Media Education. The preliminary findings of the study will be launched on World Press Freedom Day, 3 May 2016.

Coordinating the Global Media Monitoring Project (GMMP) in 10 SADC countries:

While conducting the GMPS, GL also coordinated the Southern African input into the fourth Global Media Monitoring Project (GMMP) in 12 countries. The GMMP is conducted voluntarily by media monitors across the globe. The global coordinator, World Association for Christian Communication (WACC) launched the GMMP in 2015. WACC also shared the results with media partners at the GAMAG General assembly.

Advancing effective communication on LGBTI in Africa:

With support from the Ford Foundation, and as part of its vision of an equal and just society, GL conducted broad based consultations with media and LGBTI groups on representation of LGBTI in the media in East, West and Southern Africa.

Diversity has become an essential part of GL's programming with pilot project in the media and governance programmes. GL integrated LGBTI into its media programme through monitoring news content in East, West and Southern Africa. In Southern Africa, GL conducted in-depth content monitoring as part of the 2015 Gender and Media Progress Study in 14 Southern African countries. In East and West Africa, GL collected case studies for qualitative analysis as outlined in the funding proposal. GL compiled an LGBTI analysis paper following the research study. The analysis paper forms one of the chapters of the Gender and Media Progress study.

given. It helps to channel people towards what is happening around us.



Chairing GAMAG and organising its first General Assembly in Geneva: Elected as first chair of GAMAG in 2014, GL played a pivotal role in organising and participating in the first ever GAMAG General Assembly in Geneva Switzerland. The General Assembly focused on key institutional issues and action planning for the research, training and advocacy committees. GL used this occasion to host a Media COE side event and shared lessons from the regional media and GIME COE projects that generated interest and debate among global partners.

“GL is recognised globally for developing Alliances, Networks and Centres of Excellence, as well as conducting ground-breaking research, such as the 2015 Gender and Media Progress Study, the largest such study ever undertaken. GL CEO, Ms Colleen Lowe Morna, has been a driving force and provided major support for the creation and development of GAMAG, as it works to promote gender equality in and through the media. Ms Lowe Morna has dedicated herself to the challenges of leadership and building a positive, long-lasting relationship between GAMAG, its members and UNESCO.” *GAMAG International Steering Committee*

Outputs

Target for the year	Baseline	Indicators	Achieved
COE process completion rate is at 100%.	Media houses are at 54% through the ten stage COE process. 7 out of 15 public broadcasters have joined the process.	Number of media houses that complete the COE process, including at least two thirds of the public broadcasters in the region.	Media houses are at 90% through the ten stage process and 69% of stage seven.
1600 (cumulative) GLNS items in multi-media formats, in two languages, used an average of two and half times each and 75 website reads and 5 Tweets and Facebook likes, by March 2016.	1179 cumulative, usage 3 (English 4.3; French 2.5 and Lusophone 1) 10 case studies collected.	Number of stories produced by the GL News Service (GLNS); average no of times each article/programme is used.	1443 articles produced in English and French.
Number of case studies shared at the annual SADC Protocol@Work Summit on Gender in Media Education.	Seven case studies at the 2014 SADC Summit.	Media training institutions have documented at least 16 ways in which they have mainstreamed gender into curriculum and training by March 2016.	16 case studies of mainstreaming gender in media education documented.
At least four media training institutions complete elections training and produce four election newsletters through the GLNS.	Ran a successful Gender and elections training programme with the Polytechnic of Namibia in 2009.	Collaborating with media training institutions to run multi-pronged gender and elections training workshops for students and the media.	GL conducted 9 elections workshops in Botswana, Mozambique, Namibia, South Africa and Tanzania.

Outreach

The GL media programme makes use of multi-media platforms to reach audiences. These include facebook, twitter as well as the GL website. The programme posts its multimedia products produced under the GL News Service on all three platforms. This includes opinions and commentaries, vodcasts, podcasts and publications on various subjects.

GL also makes use of the chat facility on its website to conduct cyber dialogues during key periods such as the 16 Days campaign, the Commission on the Status of Women (CSW) and the GAMAG General Assembly. This has allowed for interaction and participation between the programme and its partners and target group. The case study that follows illustrates how GL reaches out to, and engages with, its media partners:

Walking the talk: GL and the University of Limpopo

The Department of Media, Communication and Information Studies at the University of Limpopo and Gender Links have had a long standing partnership. Students from the department participated in the Global Media Monitoring Project (GMMP) and the Gender and Media Progress Study (GMPS). This has helped strengthen their research and media analysis skills. What the students learnt through their education is transferred back into media content in community media houses as the students also do their practical training at these institutions.

One of the pillars of the vision and mission statement of the University of Limpopo is community engagement. GL and the university have worked with twelve community media in the province that have elected to become COEs. According to the university, "the training further enriched the media house in becoming a platform for community participation and involvement on issues that affect them directly, which are most often not featured on public and commercial television stations."

The university says that continued collaboration with Gender Links would benefit media houses as follows:

- Limpopo Centres of Excellence can hold their own Provincial Summit in 2016, where they will show-case their ability in producing gender mainstreamed content, and
- The Media Studies Programme can produce case studies of media houses that have successfully mainstreamed gender into their content and structure, thus measuring impact (through research).



University of Limpopo GMMP monitoring team.

Photo: Albert Ngosa

Outcomes - results

Targets for the year	Baseline	Indicators	Achieved
Proportion of women sources in media COEs reaches 24%.	21% women sources overall and, 26% have reached 30%.	Increase in women sources and gender aware coverage in the COEs. (Qualitative: editorial and testimonial evidence of change).	Women constitute 22% of news sources in COEs. GAMAG has developed a
A strong global alliance on gender and the media; targets reflected in SDGs.	GL appointed Chair of GAMAG in 2014.		Post-2015 position paper and petition supported by 500 member organisations around the world.
Average GSC of 80% ranging from 50% to 89%. (Annual)	Gender scorecard (GSC) average of 71% (65% lowest, 79% highest) 2014.	Progress in implementing gender policies and action plans in media COEs as measured in the media house scorecard.	To be reviewed in 2016.
Gender is mainstreamed in journalism and media education and training departments in seven institutions by 2016.	At least seven media training institutions become COEs; establish baselines through a scorecard.	Number of media training institutions that become COEs.	Nine media training institutions have become COEs and have completed the relevant modules of the GIME COE project.

The revision of the SADC Gender Protocol in line with the Post-2015 agenda calls for new baselines and benchmarks. This will be done in 2016. GL in partnership with SABA, will also re-introduce the Gender and Media (GEM) summit.

The average proportion of women sources in COEs (22%) is based on preliminary findings of the GMPS.

This figure falls slightly short of the target of 24%. Globally, the GMMP found that in 2015 women sources in the media remained static at 24% since the last study in 2010. These overall findings are of great concern to GL and to the broader gender and media fraternity. However, qualitative evidence suggests that important changes are beginning to take root at the institutional level:

Southern Africa: Media COEs see the light

Across the region, media houses have shared testimonial evidence of the difference that gender awareness is making in their daily work. Media houses in Botswana broke new ground by coming together to devise their own gender policy. Spencer Mogapi of the Sunday Standard/Telegraph newspapers said at one of the COE workshops, "I never thought of gender in the workplace or in content but now I make sure that we have female staff and that gender issues are covered. It is important to give women a platform in the issues pertaining to the development of the country. We cannot afford to leave them behind."



Media COEs in Mozambique have also now come together to develop and launch a joint gender policy. The participating media houses include Television Mozambique, Savanna, Zambeze, Radio Muthiyana, Magazine Independent, Noticias, Escorpio, Expresso, Publico, Televisao Independent de Mocambique, Verdade, Radio Terra Verde.

The Swaziland Broadcasting and Information Services (SBIS) plays a vital role in disseminating information to the nation, with radio being the main source of news for 95% of the population. Smangele Dlamini, the gender focal person, feels strongly that all programme producers and broadcasters in the station need exposure and must be pushed to embrace gender mainstreaming. "What is presently needed at the station is a paradigm shift, where mentoring and coaching on gender becomes basic to enhancing production skills. The onus is now on the management to ensure that the station is not left behind as other media houses are miles ahead," she said. Dlamini is determined to work with gender mainstreaming partners and ensuring that SBIS becomes a leader in gender mainstreaming in the SADC region.

In Zambia, male workers and volunteers dominated Radio Yatsani by when it started its operations in 1999, despite having a female head. After joining the COE process, Yatsani Radio developed a gender policy which has since been approved by the Board. There has been a marked improvement in the gender balance of sources. For example a governance

programme called the Podium ensures participation by both men and women. The radio station also has a Code of Conduct that covers sexual harassment in the work place.

In Zimbabwe, Radio Dialogue, a community radio station in Bulawayo, has contributed to the media COE mandate through change in its programming which now includes radio shows that profile gender and women's rights. Their administrative structures have also undergone changes to promote equality of access and opportunity within the media house. According to Emmanuel Nkomo from Radio Dialogue, in the last year the station has increased the number of women in management. "We have a female Director, a female Finance Manager, a female Human Resources Manager and also a female Programs Coordinator. We are trying to give women an equal chance in the field. We are not putting women there for the sake of it but because they are professionals who have been trained by Radio Dialogue since some of them were in lower positions but now have been promoted into more influential decision making roles," Nkomo said. The number of female Board members has increased to four out of seven. Radio Dialogue scored 94% in the 2015 verification exercise.



Emmanuel Nkomo of Radio Dialogue makes a presentation at the Zimbabwe SADC Gender Summit.
Photo: Loveridge Nhamoyebonde

As chair of GAMAG, GL has participated in high level strategic meetings with different United Nations (UN) agencies to find ways of setting international standards for gender, media and ICTs. The lack of visibility for these concerns in the SDGs is a source of concern. Fortunately for the region, and thanks to the lobbying over many years, the SADC Gender Protocol has strong provisions on gender equality in and through the media. Up to now, however, the only specific target concerned gender equality within newsrooms by 2015. GL and its partners are lobbying for these provisions to be further strengthened in the Post-2015 agenda, through a specific target for gender parity in news sources in the media by 2030.

Challenges

While it is apparent that the work on gender and the media requires even greater effort in the future, funding for the media programme, especially the GMDC, remains a challenge. This work up to now

has been funded through DFID Programme Partnership Arrangement (PPA) that comes to a close in 2016. With dwindling resources it has been hard to access funds for movement building. The programme continues to seek new donor avenues. The shift in donor focus has presented GL with opportunities to reposition and delve into new emerging cross cutting areas such as climate change and sustainable development, economic empowerment and sexual health and reproductive rights.

In the media and GIME COEs, the programme continues to utilise in-kind support from partners. For example partners have provided venues for the training activities in most countries. Media COEs especially have not allocated adequate financial resources for gender mainstreaming work. This has seen GL create synergies between activities in a bid to achieve more with less financial resources.

Risk analysis

Risks	Rate - High/Medium/Low	How these will be mitigated
Internal		
Dwindling financial resources for gender and media work.	High	GL is exploring new funding opportunities both at regional and country level. The programme also conducts periodic consultancy work as part of GL Services. The organisation has explored new emerging areas of work such as Sexual orientation and Gender identity.
External		
Failure by media institutions to implement their gender policies and action plans.	Medium	GL conducts periodic monitoring and evaluation in the form of media verification to gauge the extent of progress in implementing gender policies.
The UN not including any specific media targets and indicators in the SDGs.	High	In the absence of a global set of standards around gender and media, GL and partners have built specific goals and targets into the SADC Gender Protocol.

Next steps

- **GMPS advocacy:** Following the launch of the GMPS 2015 report on World Press Freedom Day, GL will collaborate with in-country partners to launch the study in all 14 SADC countries. Journalism and media training institutions, who led the in-country studies are a key partner in this initiative.
- **Post-2015 action planning workshops in all 100 media COEs:** GL will engage with all media COEs to share individual media house GMPS findings as well as setting new baseline scores to guide the Post-2015 work. Under this initiative, participating media COEs will review their action plans in line with Post-2015 SADC Gender Protocol targets.
- **GIME COEs:** The media programme will continue supporting GIME institutions to mainstream gender

in journalism and media curricula. Working under the auspices of the Gender and Media Diversity Centre, the GIME institutions are key in keeping the GMDC alive as a centre for collaborative work and sharing.

- **Gender and Media summit:** Working with the Southern African Broadcasting Association (SABA), GL will acknowledge good media practice as well as documenting case studies of good work across the SADC region.
- **GAMAG:** The programme will continue with gender and media advocacy at the global level through GAMAG. In the period ahead, focus will be on collaborating with UN Women to set International standards for gender and media.

Write about rights

Publishing under the banner “*fresh views on every day news*”, the Gender Links News Service commissions over 20 articles each month on gender issues from activists, journalists, media students and opinion shapers around Southern Africa in English and French, and markets these to the media.

The service is a direct response to the findings of the Gender and Media Progress Study (GMPS) 2010, which shows that women's voices are still grossly under-represented in the media, especially in opinion and commentary, and that coverage of gender issues is negligible. It also builds the capacity of journalists and journalism and media studies students to write gender aware and thought-provoking articles.

The GLNS attempts to set the news agenda by covering key regional and international events in order to ensure a gender perspective forms part of the debate or discussion during these times. The Service often produces special series on important topics and throughout the year.

Launched in 2003 as the Gender Links Opinion and Commentary Service, the service expanded in 2010/2011 to include both Francophone and Lusophone Southern Africa. As the programme started producing multi-media formats, it changed its name to the GLNS.

This gave an opportunity to journalists who were not traditionally print media journalist to participate in the service. The service put out podcasts and vodcasts that enhanced the work of the GLNS. In 2015, the Lusophone service ceased its operations as it failed to achieve critical mass in the Mozambique market, and struggled to penetrate other Lusophone countries due to cost challenges especially in Angola.

The writers



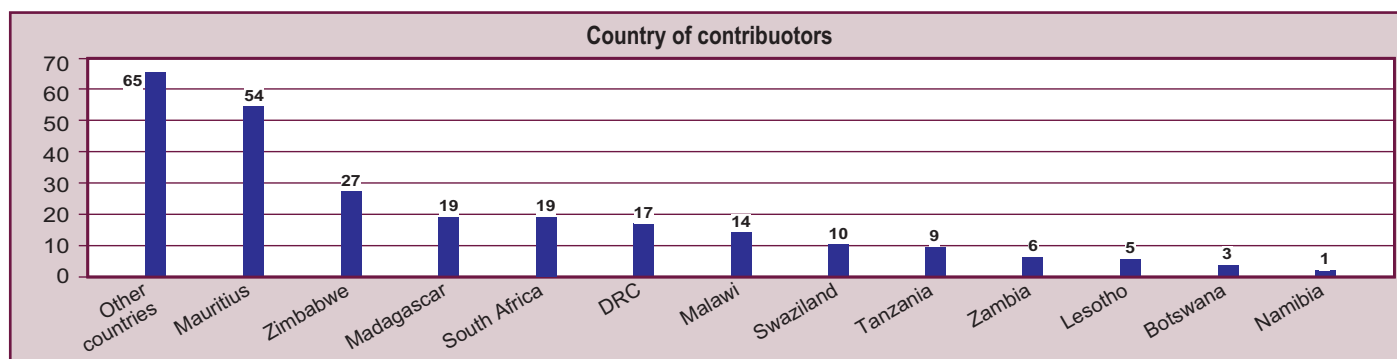
Women make the news.

Photo: Valentina Madope

The multi-media news service has two arms: Anglophone (anchored at GL headquarters in Johannesburg) and the Francophone (anchored in Mauritius). This report outlines the activities of the GLNS during the period January 2015 - December 2015.

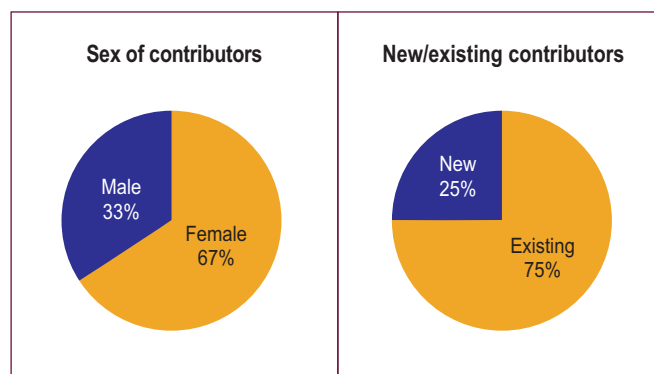
Objectives

- Stimulating debate on gender and diversity in SADC and beyond through producing media products in multi-media formats.
- Amplifying women's voices through the GLNS platform.
- Build capacity of journalists to probe gender issues in the writing.
- Provide content to the media, which often lacks the capacity to report on gender.
- Challenging stereotypes and changing attitudes.
- Providing a platform for new journalists to write and be published.
- Providing an alternative platform for contributors to speak their mind on a variety of relevant and often controversial subjects that society might consider taboo to openly discuss.



The graph above shows that the highest number of SADC writers for the news service is from Mauritius (54) followed by Zimbabwe (27). The service constantly seeks to build new writers from all over SADC and beyond. Thus the highest number of writers (65) is in fact from “other” countries.

Men comprise approximately one quarter of the writers - overall. In 2015, 25% of new writers contributed to the service. 75% of existing writers continued to support the service.



“I have occasionally been contributing to the GL News Service for over 5 years and in this period, my writing has improved, with the help of its editorial support and I have gained international recognition as a critical thinker, activist and social advocacy journalist. The GL service has allowed me to engage and network with a range of experts. My work has been cited in academic works, has helped shape policy discussions - and for this, I thank the GL team for providing this activist-driven platform to reach a wide net of professionals.” *Oliver Meth - Social advocacy journalist from Durban, South Africa*



Oliver Meth, Anglophone service contributor.

Outputs

The service in numbers	Number of stories		Usage	
	2014	2015	2014	2015
English	150	129	298	364
French	106	120	165	312
(Lusophone)	64			
TOTAL	320	249	463	676



Lungile Mabuza, former GL intern documents, the stories of women entrepreneurs on video in Swaziland.
Photo: Thandokuhle Dlamini

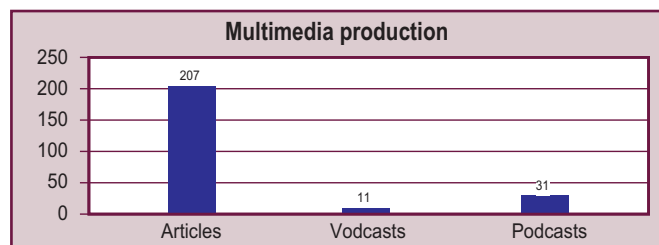
In 2015, the service published 249 stories (lower than in 2014, due to the discontinuation of the Lusophone service.) 129 (52%) of these were in English and 120 (48%) in French. These stories were used almost 364 times by the online, print and broadcast media. Stories were also used for research purposes, as training material and distribution to colleagues. In 2015, the Francophone service produced 120 news items, used 312 times. An example of how GLNS stories get re-used is the story written by Loga Virahsawmy entitled “Une présidente pour tous les Mauriciens” commenting on the islands first women president. Seven news outlets, namely the Mauritian papers “Le Défi”, “Le Quotidien”, “This Week” and by the website of the Mauritius Broadcasting Corporation (www.mcbintnet.mu). Beninnewsmagblogspot.com, newsivoire.com an online paper from Côte d'Ivoire and Allafrica.com picked the story.

"Professor Ameenah Gurib Fakim will remain in the history of Mauritius as the first woman President of the Republic who has broken many gender stereotypes. She has shown that women can make it with hard work and perseverance. She is the only President of the Republic who does not come from any political background and is getting the highest function of the State on her own merit.

All the male Presidents we have had since 1992 starting with Sir Veerasamy Ringadoo, Cassam Uteem, Karl Offman, Sir Anerood Jugnauth and Kailash Purryag were all males and members of political parties. By holding the highest and most prestigious position of the Republic of Mauritius she is lighting the torch and showing to the world that African and Mauritian women can make it to the top.

Gurib Fakim is among the most qualified woman in the region let alone Mauritius. She is a monument in the scientific and technological fields. She now joins the club of women world leaders. We are proud that she is among the Ellen Johnson Sirleaf of Liberia, Cristina Fernandez de Larchner of Argentina, Dalia Grybanskaite of Lithuania, Dilma Rousseff of Brazil, Michelle Bachelet of Chile, Atifete Jahjaga of Kosovo, Park Geun-hye of South Korea, Kolinda Grabar-Kitarovic of Croatia, Marie Louise Coleiro Preca of Malta to name only a few women Presidents. After Joyce Banda, Former President of Malawi we now have Ameenah Gurib Fakim the only woman President in the SADC region."

Excerpt from article by Loga Virahsawmy



Of the 249 news items produced during the year 2017 were articles, 11 vodcasts and 31 podcasts. Most of these multimedia news items were produced during the national and regional summits.

Raising the tough issues

One of the most important values of the GLNS is its ability to spark debate on tough issues such as poly-

gamy, incest, Gender Based Violence (GBV), Sexual Orientation and Gender Identities (SOGI), HIV and AIDS amongst others. This opens much-needed space to discuss topics which were once taboo, ensuring that the real and uncensored voices and stories of women and men are never far from the eyes and ears of SADC media consumers.

The excerpt below on where the popular "reed dances" - at which kings choose young maidens as wives in Swaziland and the Kwa Zulu Natal province of South Africa - fall within modern constitutional states espousing gender equality is one such example.

Time for tough questions about the reed dances

The *Umkhosi woMhlanga* reed dance takes place in KwaZulu-Natal this week, under the shadow of the terrible accident that led to dozens of Swazi maidens being thrown out of an open truck and crushed to death ahead of a similar ceremony in the mountain kingdom at the close of Women's Month last week.

In most countries, the nation would come to a standstill, in respect of the dead. Not in Swaziland. King Mswati III deigned to acknowledge the accident and offer medical support to those with injuries. But the reed dance, at which he chooses yet another wife, went ahead. No shrine has been erected at the site of the tragedy. The lives of young women, according to this messaging, are worth nothing.

President Jacob Zuma, a Zulu and polygamist, has offered his condolences to our Swazi cousins. The South African media has opined about the road carnage. No one, it seems, cares about the human rights violations raised by these annual rituals.

Four centuries later what has changed for African women? Swaziland and even more so South Africa have Constitutions that guarantee rights and equality. Yet in South Africa, young women are subjected to virginity testing before they are allowed to participate in a royal dance.

At the heart of human rights values is the right to choose. We are told repeatedly that the young women in these dances want to be part of the ceremonies,

even to have their virginity tested. What choice do they have when society dictates that this is what they must do? What power would a young woman have in KwaZulu Natal or Swaziland to say “no” if chosen for a reed dance? What right would a young woman have in Swaziland to refuse to be the umpteenth wife of the king, if she really did not want to? What say do young Zulu maidens have when a highly unreliable test determines whether they are virgins or not?

Apart from the human rights violations that arise due to the invasion of privacy and lack of fairness of the test, a litmus test of gender equality is whether men are subjected to a similar test. If the answer is no, it's a sexist practice: period!

Both South Africa and Swaziland are signatories to numerous women's rights Conventions and to the Southern African Development Community (SADC) Protocol on Gender and Development. The Protocol states that gender equality should never be contradicted by custom, culture, tradition or religion. It is no longer good enough to sign lofty conventions then

endorse practices that undermine them. Custom, culture and tradition must adapt to the thinking and values of the time, not vice versa. Leaders must walk the talk of gender equality, or give way to those who will! *Excerpt from an article by GL CEO Colleen Lowe Morna and researcher Shamiso Chigorimbo*



Swaziland reed dancers.

Photo: UNDP

Special series, summits and capacity building

In addition to covering a wide range of topics, GLNS also runs special series on key events globally and in the SADC region. These include:

Commission on the Status of Women: In 2015, GLNS participated in the 59th session on the Commission on the Status of Women. The service produced a daily newsletter from New York providing multi-media news and opinion in English and French.

Sixteen Days of Activism: Staying true to the women's rights movement, GL runs a special series every year as part of its contribution to the campaign against gender-based violence (GBV). A theme is set for each

day during the period and articles relating to each theme are published. These included “I” stories or first-hand accounts. In 2015, the topics ranged from sexual orientation and gender identities, media, disability and many more.

SADC Protocol@Work Summits: GL hosted 13 country summits and produced online newsletters on the Protocol@Work show casing different thematic areas based on the SADC Protocol on Gender and Development. Student journalists from GIME institutions produced most of the online newsletters that served as an important training ground. The examples that follow show how summits have served as an important training ground for media practitioners.

Learning by doing at the summits



Jenipher Changwanda

“I was among the journalists to write a supplement at the 2013 SADC Heads of the State summit. I produced my first commentary entitled 'polygamy continues to disempower women.' The article focused on how some customary laws contravene legal instruments that countries have signed. It also exposes how these laws silence

women to stand up for their rights. I was excited to see my first article read by delegates at the summit and the entire world through Gender Links website.

As a contributor, I have benefitted a lot. First: in terms of exposure. Various people visit the GL website, as it is a gender space and resource. I have seen also some of my articles re-posted in other websites in the Africa continent.

Second, contributing to GL has improved my writing and research skills. Writing commentaries requires the author to be very opinionated to include updated statistics to support your piece. Thirdly, Gender Links offers trainings on how to write various stories pertaining to gender and field trips that have also helped in my profession.

Gender Links also creates a platform for learning through the Gender summits it organises. We meet Gender and Human Rights activists who encourage that we can also be like them if we stay focused. In years to come I see myself to be one of the influential journalist in the southern Africa and I aspire to be a gender activist." *Jenipher Changwanda, Malawi*



Kevin Suddason

"I participated in the Gender Links national summits held in 2014 and 2015, and also participated as a student reporter for Mauritius at the regional summit 2014, which was held in Johannesburg.

As a journalism student, this experience has allowed me to understand a number of real-life concepts to be applied when working as a journalist. Prior to both national summits, the Gender Links Mauritius team held an insightful briefing session, bringing together all student reporters and assigning tasks. To accurately and fairly report on an event, prior back-ground research should be carried out; that was the first lesson I learned from these briefing sessions.

Once at the summit, the reporting team would meet a final time for planning and verification purposes. We would select sessions we were to report on, arrange our day's work schedule accordingly and finally check if we could be of assistance to others. This was also an important lesson for a journalist. Working in a team and sharing information is key to successful internal communication that will ultimately be beneficial to the story.

Reporting at the summit allowed me to grasp working with semester-long assignment deadlines to working with daylong deadlines, at times even few hours' long. This has allowed me to accentuate my data-gathering, fact-checking and writing skills. I was able to complete articles at a much faster pace than I used to before the summits and that too without any negative effect on the quality of the writing.

The Gender Links experience as a whole is also an important tool for my future career in the media. I am now gender-conscious in my reports and try, as far as possible, to balance my sources and report in a neutral manner for both women and men. Details such as the use of the word 'survivor' instead of 'victim' as qualifier have changed my perspective on fair reporting.

Finally, flying to Johannesburg, meeting, and working with student journalists from across the SADC region has broadened my reach and comprehension of member states. Being bilingual, I was lucky to be able to communicate with both francophone and Anglophone students. I now feel more concerned listening or reading news about SADC member states like Madagascar." *Kevin Suddason, Mauritius*

"Thanks to GL, I have managed to make a difference between feminism and gender equality. Knowing it will certainly enrich my work and I. Writing during the summits has allowed me to grow and develop my writing skills and my gender awareness. I am grateful to the GL team for that.



Aurélie Lodoiska

I also have to add that it was an exceptional experience to work during these two national summits because they have helped to change the way I look at society. I am keeping beautiful memories and rich encounters in my mind. This has been an enriching journey with GL". *Aurélie Lodoiska, BSc student in journalism who worked for two consecutive years in the GL's team covering the Mauritian Summit*

Francophone service - venturing into West Africa

The journey to the West Africa by the Francophone service started in June 2014 when Augustin Tapé, a radio journalist from Côte d'Ivoire who has his own online paper - www.newivoire.com - started doing podcasts and writing articles for the French service and publishing all the links for GL's French articles on his online paper.

In February 2015, Isabelle Otchoumare from Benin joined other Francophone service writer's and since then has republished most of GL's articles on her blog <http://www.beninnewsmag.blogspot.com/>. GL went another step west in October 2015 when Séry Baoula, a radio journalist from Burkina Faso, started sending podcasts and republishing GL's article on his blog named parlons-genre.blog4ever.com

Comments from contributors



Augustin Tapé

“Collaborating with Gender Links has been a very enriching experience for me. The GL News Service has allowed me to give greater visibility to the questions of women's rights in the different countries. The information gathered from Mauritius, DRC, Madagascar, the francophone

SADC countries, have been an eye opener on the women's realities in these countries. It has enriched my general culture and my network of contacts too”. *Augustin Tapé, radio and web journalist and gender activist from Côte d'Ivoire*

“Collaborating one year with GL has been very beneficial to me in many ways. Firstly, I learnt a lot on a range of issues, particularly on the question of violence against women and children because I went to meet the survivors of GBV in Burkina Faso in order to write my articles.

I also learnt a lot about the realities of the African continent by reading the stories of the other collabo-

rators of GL. The other positive factor is that all of these stories are linked to human rights issues in Africa and by writing for GL, I have known more about the situation of human rights in Burkina Faso.

What I have gained also is that via GL, I have managed to get to know my colleagues from other francophone countries. Together, we are now thinking of creating a network in order to cover all human rights issues in a gender perspective. Working for GL has been a salutary experience for me and I want to thank GL's executive director for giving me this opportunity. I just hope that the service does not stop here because making



Séry Baoula

our population aware of gender and human rights issues should be ongoing as challenges will always be present”. *Séry Baoula, radio journalist in Burkina Faso. He also publishes the work of other contributors on his blog parlons-genre.blog4ever.com*

Challenges

- Cost recovery remains a challenge as the media houses are not prepared to pay for the articles produced by the service.
- Getting well-written, newsy, deep and thought-provoking articles. Sometimes journalists are not willing to go a step further to source details or even sources that will enhance their stories
- Getting more media outlets to pick up stories.
- Getting experts and more established journalists to write for the service.
- Retaining regular contributors to frequently contribute to the service citing the low rates paid by the service compared to other news initiatives that give more to correspondents

- Tracking the multimedia products published on broadcast media

Next steps

From April 2016, with the launch of its new website, GL will commence with blogging as a new way of working for the service. This is part of a much broader new media strategy that recognises that times, technology, reading habits, news consumption and opinion shaping are rapidly changing. While this may result in some loss of analytical rigour, it opens up the space for many more participants. By helping to train and foster many more citizen journalists, GL can be more effective in “making every voice count.”

Why blogs?

The rationale behind the decision to re-inaugurate the GLNS as blogs is that GL is aware that people have less and less time to read but that does not mean that they stop doing so. Advances in the online media space are changing media consumption patterns with more citizens gravitating towards social media compared to traditional media formats. This new approach will also capture young audiences across the region.



Since GL is not in a position to pay the contributors of its new blog service, this NGO hopes that gender activists in SADC countries and those of Western Africa who have helped to popularise its French Information Service will nevertheless graciously feed its new blog service and continue to promote gender equality and LGBTQI persons.

Crossroads - GL's Media work 15 Years later

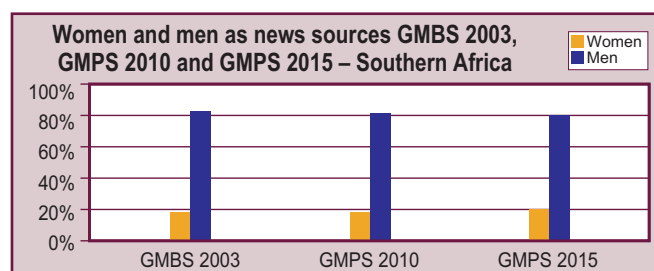
By Patricia A. Made - GL Board member



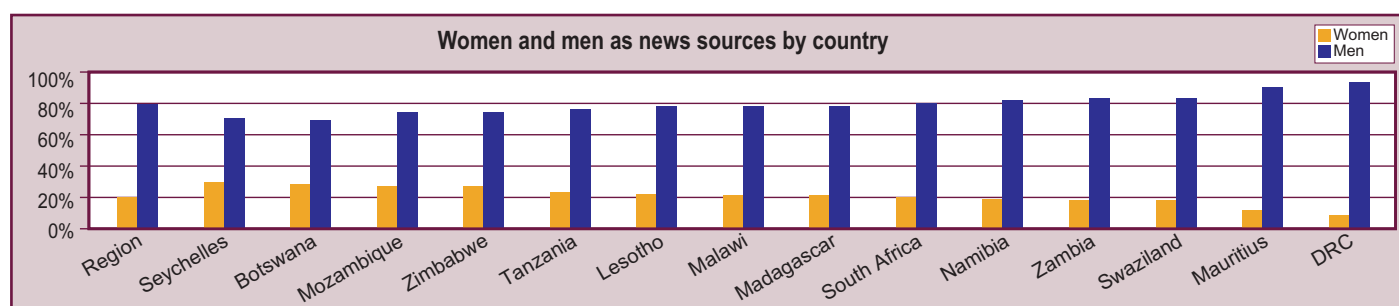
Journeys of change often come to a crossroad. In fact, because change is not a linear process, there may be several times during the journey that a crossroad is reached. After 15 years of focusing on the media in Southern Africa with a gender lens, Gender Links

(GL) has the opportunity to reflect on the question 'which way now'?

In 2015, GL undertook its most extensive Gender and Media Progress Study (GMPS), covering media content, gender in newsrooms, as well as gender in media training. Media students in institutions that form part of GL's Gender in Media Education (GIME) initiative monitored 27,045 news items in 14 countries. GL released the top line findings of this research on 3 May, World Press Freedom Day 2016.



The graph shows that over the period 2003 to 2015, women sources in the region have etched up by a mere three percentage points, from 17% to 20%. At 22%, the media houses in GL's Centres of Excellence (COE) for Gender in the Media performed slightly better than those outside the fold (19%). Still, this is hardly commensurate to the commitment made by these media houses to better practise.



A breakdown by country shows that performance ranges from 28% women news sources in Seychelles to 6% women news sources in DRC. Nine countries are at 20% or above, six below this mark. For seven of these countries this is an improvement compared to 2010. However, Lesotho has slipped backwards, and South Africa - the torch bearer of democracy in the region - has remained virtually stagnant. Overall, Southern Africa is behind the global figure of 24% in the 2015 Global Media Monitoring Project. But even that figure has remained stagnant, compared to the last one day monitoring coordinated by the World Association for Christian Communications every five years in 2010.

On the face of it, the mainstream print and broadcast media across Southern Africa may look no different than they did 15 years ago. The objectification of women as sex objects is still pronounced; women's voices and perspectives on political, economic and a range of social development issues are still absent and it seems like more and more men analysts of all ages are sprouting from the media's woodwork; the

struggle for gender equality, justice and peace is still not a major news story; and the media continues to practice 'misrecognition politics' in the portrayal of feminists, gender activists and their movements.

Alongside this picture of media that appear obstinate in their hold on their own independence, freedom and power, while infringing on the fundamental freedoms and rights of women citizens in Southern Africa, is another image of *gender and media research, knowledge, re-training and activism*. The two images have converged in several ways over the last 15 years.

There is now a recognition within the media that the lens of gender put a huge spotlight on media practice, professionalism and ethics. This was done through the pioneering and ground breaking research on gender and the media done by GL and its partner organisations, such as the Media Monitoring Project, the Media Institute of Southern Africa, among others. This research, which focused on editorial content, employment patterns, advertising, media regulations and ethics has contributed to the building of a body

of knowledge that did not exist in the region 15 years ago. This body of knowledge also propelled Southern Africans into the global communities of gender and media research as the proprietors of knowledge produced by themselves.

Furthermore, GL in alliance with a host of civil society organisations translated this body of knowledge into activism to empower and inform both the media and the citizens who consume the media. A gender and media movement began to emerge in Southern Africa as media became the focal points of the gender equality and women's rights movements. And, this growing body of knowledge informed the Article on Media, Information and Communication in the 2008 SADC Protocol on Gender and Development, which holds the media in the region to a benchmark standard of accountability.

The gender and media research also opened the pathways for engagement with the media on the fundamentals of journalism such as “what defines news” and “who tells the stories”. This engagement also got men and women editors to really think about what they do and the journalistic practices that foster discrimination, silencing, and the perpetuation of stereotypes. Media owners began to look more seriously at how to become equal opportunity employers in accordance with labour laws.

Since research worldwide shows that sexism in the media moves from the classroom to the newsroom, a key link in the work to transform the media using gender as the lens of analysis is revisiting both the formal and continuing training of media practitioners. Twenty-five (25) media training institutions in Southern Africa participated in GL's Gender in Media Education (GIME) research and nine (9) of these have Memorandums of Understanding with GL as GIME Centres of Excellence. Gender and the media is emerging as an area for teaching and research within academic journalism and media studies programmes within Southern Africa. And, GL has produced and published a myriad of training manuals on how to integrate gender into every aspect of the media's editorial production. All of this gender research, knowledge, re-training and activism is integral to transforming the media for the future.

Now 15 years on, GL should look at the crossroad as a roundabout which can go in more than one direction. There are several roads that can be taken by different actors in the gender and media community that GL has built since 2001.

Academics, feminist research institutes and NGOs with a research focus must conduct gender and media

research on unexplored and new and emerging media issues, as well as gender and media research that adds more depth to the existing gender and media knowledge. The findings of this research must be crafted into actions for continuous engagement with the media industry so that the industry can reflect and take measures to change from within.



Mokopane FM Community radio manager Maleka Ledwaba discussing importance of gender in community media with Besley Madhuwa, Ngoho News, South Africa.
Photo: Madikana Matjila

GL in alliance with media NGOs, gender equality and women's rights groups must now look at how to turn this research into creative and engaging education and outreach programmes that attract the region's youth. We must link also into the growing feminist activism on 'voice and power' which is gaining more and more currency within African feminist spaces, and especially on social media.

Thought must be given to the development of a more robust gender and media activism that calls out and publicises sexism in the media wherever it occurs. This means taking off the gloves and informing, through social and other media channels, as wide an audience as possible of the media's violations of women's freedoms and rights.

Broad-based campaigns that criss-cross every corner within the borders of Southern African nations must be built to create media-watch eyes among all citizens. The media must come to know that while they play the watchdog function looking at those in power, a groundswell of media literate citizens is evolving to watch, check and challenge the media's position of power and privilege.

Fifteen years is a short span of time in the journey of life and in the life of an organisation. GL has a robust and diverse history of work with the media to reflect on, draw lessons from, and to build on as it continues to take actions that contribute to the development of media in the region that are truly democratic in their practices and in their content.

Gender Justice



Linda Musariri - Gender Justice manager



Anne Hilton - Economic Justice manager

15 Achievements 15 years

1. Championing the Sixteen Days of Activism and its extension to 365 days of action.
2. Supporting 10 governments in developing 365 Day Action Plans with prevention as a central focus.
3. Research on a model for preventing GBV applied in 432 Centres of Excellence for Gender in Local Government across the region.
4. Championing the SADC Gender Protocol target of halving GBV by 2015.
5. GBV Baseline Studies in seven SADC countries involving 30 327 respondents.
6. Two national and one provincial action plan, and 260 local action plans to end GBV.
7. Global sharing of the research through the UN Economic Commission.
8. President of Botswana and Prime Minister of Mauritius instructing their cabinets to mount high profile, concerted campaigns for ending GBV.
9. Piloting a unique model to assist 1500 survivors of gender violence to reclaim their lives through entrepreneurship training linked to the COE's for Gender in Local Government.
10. Working with over 400 councils on local action to end GBV.
11. Member of the South African National Council against GBV (NCGBV).
12. Partnering with the University of Cape Town in a diagnostic study on violence against women and children commissioned by the South African government.
13. Convening a high level round table meeting attended by gender ministers from Mauritius and Lesotho to take stock and map a way forward in responding to GBV.
14. Proposing a possible 100 indicators concerned for measuring gender violence in the Post-2015 era.
15. Through the Alliance, a member of Women's Major Group, GL contributed to the adoption of two indicators on gender violence in the SDGs.

No. of events during the year	Country	Ang	Bots	DRC	Les	Mada	Mal	Maur	Moz	Nam	SA	Sey	Swa	Tan	Zam	Zim	Total
	No.		21		11	19		5	19	21	20		13		27	18	174
No. of participants in 2015	MALE					FEMALE					TOTAL						
	285					3 026					3 311						
Outputs in 2015	Reports	Action plans			Books		Fact sheets			DVDs/Infographic			Pamphlets/posters				
					1					1			11				
Outreach in 2015	Website hits		Contacts generated			Media mentions			Other events attended			No of MOUS with partners					
	1010																
Evaluation scores in 2015	Content	Design	Documen- tation	Facili- tation	Group work	Outputs	Outcomes	Learning	Networking	Admin	Overall						
	88	87	85	88	84	84	84	89	88	86	86%						

Over the last fifteen years, GL's gender justice programme has grown in breadth and depth, distinguishing itself for constant innovation and pushing new boundaries. From an initial focus on campaigns and advocacy centering on the Sixteen Days of Activism, the programme has worked with governments on National Action Plans to End Gender Violence, then moved on to ground-breaking work in measuring GBV. The GL justice and governance portfolios are interlinked. GL has sought to cascade

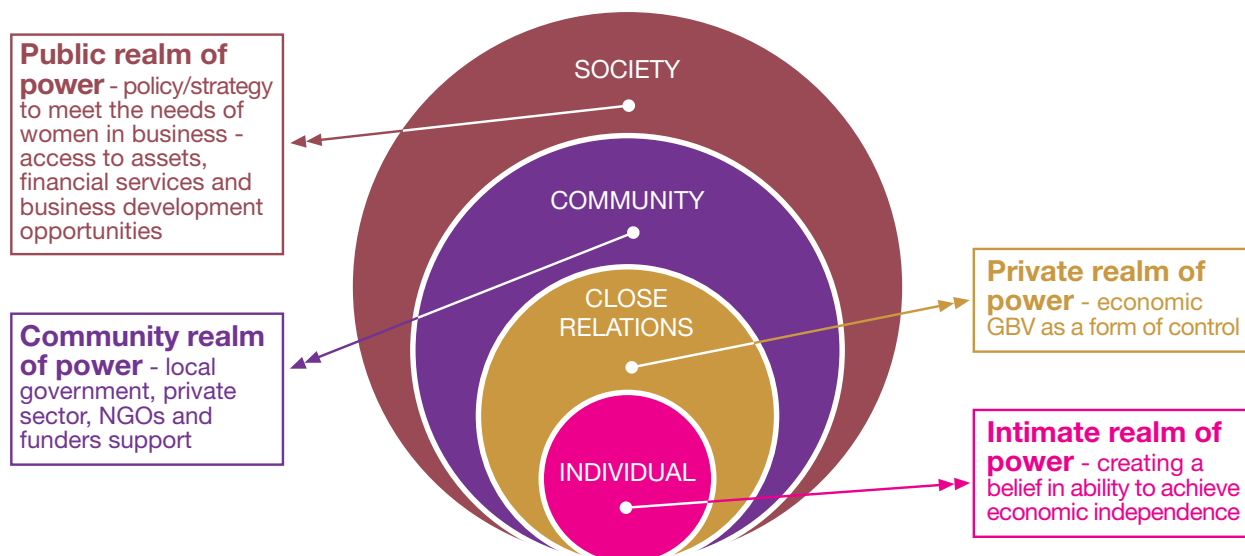


national action plans for ending GBV to local action plans. The GBV indicators research is also being cascaded to the local level, so that it can be used to measure progress in ending gender violence. This has been taken even further, with parts of the survey used in the Gender Empowerment Index (GEI) devised for GL's innovative pilot programme on economic empowerment of survivors of GBV at the local level. This project is testing the hypothesis that *women who are economically empowered have more voice and more choice and are thus better able to challenge societal norms through enhanced agency.*

How the justice programme works

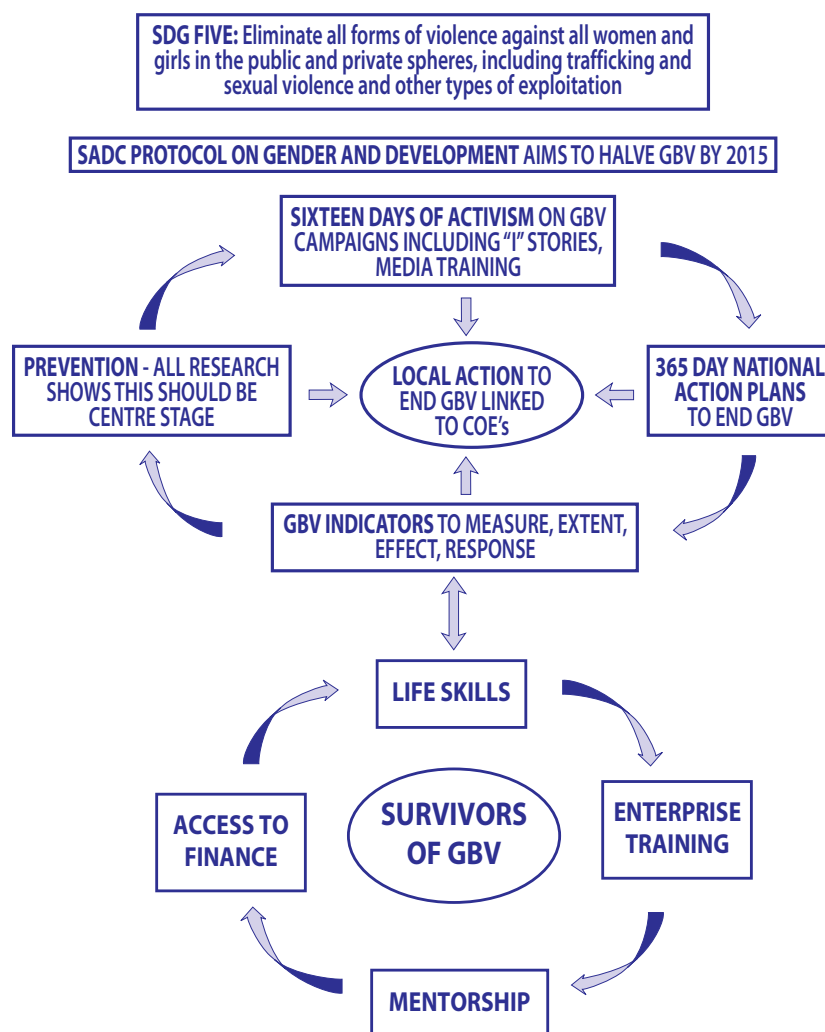
Gender-based violence in the SADC, as elsewhere in the world, remains a complex issue that is rooted in the structural inequalities between men and women that result in the persistence of power differentials

between the sexes. Decades of acceptance have entrenched and normalised GBV. Despite the several constitutional and legislative advances to gender equality in the SADC region, levels of gender violence remain exceptionally high in all countries.



The ecological model is a theoretical framework that explains why some of the violence occurs, why some men are more violent than others and why some women are consistently the survivors of abuse. This model considers the complex interplay between individual, relationship, community, and societal factors. This model shows how violence is rooted in women's lack of self-worth and self-esteem at the individual level; compounded by attitudes, traditions and customs at the close relationship and community level; and unresponsive systems and structures at the societal level. While the model identifies the arenas and the factors that put people at risk for experiencing or perpetrating violence it also locates prevention strategies in a continuum of activities that address multiple levels of the model. GL's Theory of Change (ToC) is that the vicious negative cycle of VAW can be turned into a virtuous positive cycle by working around different initiatives that target all levels of the model from individual to societal through a simple slogan that has been translated into dozens of local languages - "peace begins at home".

Conceptual model



Key activities

GBV Baseline studies: To date, GL has completed the GBV Baseline Study in six countries and is at the stage of data collection in Seychelles the seventh

country. GL is also still to launch the Zambia report, as the gender ministry and Central Statistics Office conduct their final verification of the sampling methodology and results.

Participants in the GBV Indicator	Females	Males	Total
Botswana	639	590	1229
Lesotho	1777	1590	3367
Mauritius	679	678	1357
Zambia pilot study	578	719	1297
Zambia national study	3963	3639	7602
Four provinces of South Africa	2800	2821	5621
Zimbabwe	4507	3847	8354
Seychelles	750	750	1500
Total	15693	14634	30327
	52%	48%	100%

The table shows that a total of 30,327 people have participated in the GBV indicators research: 52% women. With 8,354 respondents, Zimbabwe had the highest sample, enabling the country to draw data for each of its ten provinces, in addition to the national survey.

In late 2014, GL facilitated an inception workshop in **Seychelles** on “Measuring Gender Based Violence” organised by the Seychelles Ministry of Social Affairs with the collaboration of the Australian High Commission and the British High Commission. The workshop laid the ground work for nationwide research in Seychelles. In January 2016, GL trained around 30 field workers for the GBV Baseline Study. Data collection commenced in February and was expected to finish by April. However due to geographical barriers and high attrition rates of researchers the data collection process ran behind schedule and is now expected to finish by end of April. Launch of the report and action planning workshop are scheduled to take place in July 2016.

Following a successful launch of the **Botswana** VAW Baseline study, the government has developed a new costed NAP and approached GL to assist with cascading the baseline study to district level so as to broaden the sample and be able to draw indicators at district level. Preparations to undertake the study are now at advanced levels. Currently the Gender Affairs Department is reviewing the questionnaire in preparation for the data collection to commence in June 2016.

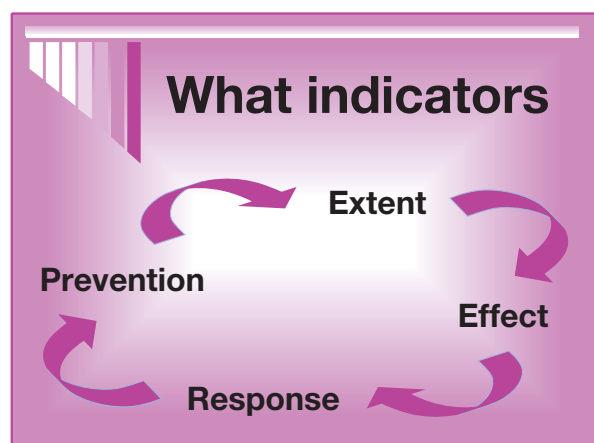
In **Zambia** the Ministry has been spearheading the national research and hopefully will adopt the study

as an ongoing monitoring tool. In August 2015, the Ministry in partnership with GL convened a validation meeting of the GBV Study. This has led to a series of consultations and further engagement regarding strengthening the methodology. The process has led to a decision of undertaking advanced statistical analyses on the data which is currently underway. GL is hoping to finish this project and launch the report followed by reviewing of the NAP by August 2016.

In **South Africa**, GL finished the GBV indicators research in four provinces, and aims to upscale this to a national study. GL has been a member of the National Council against GBV (NCGBV) since its inception and was actively involved in the review of the National Strategic Plan to end GBV. However, the NCGBV and the development of the NSP were suspended in 2014. Several CSOs came together to form the National Strategic Plan GBV Campaign Network which is lobbying for the development and adoption of the GBV NSP. GL continues to be part of the NSP GBV Campaign Network.

Strengthening the methodology: As part of the Sixteen Days of Activism, Gender Links and UNICEF convened a one and half day Critical Thinking Forum on measuring GBV from the 2nd to the 3rd of December 2014. The forum brought together a broad range of experts to review methodologies for measuring GBV in the SADC region, and the underlying drivers, including childhood experiences of violence. The meeting revisited the methodologies used in conducting Violence against Women Baseline studies in six SADC countries. The meeting took place against the backdrop of a regional campaign to streng-

then indicators in the Post-2015 global agenda and in the SADC Protocol on Gender and Development (SGP) that will be reviewed in 2015. Two key concerns regard sampling, and expanding the methodology to cover Gender Based Violence, not just Violence against Women. The need to revisit and refine the methodology has been prompted by Botswana's desire to cascade the research to district level and make it a GBV study, as well as the new interest from Seychelles.



Following the two day workshop, GL reconvened another technical meeting to revise the two questionnaires. This resulted in the Violence against Men (VAM) Module being introduced to the current questionnaire making it a GBV rather than a VAW study. The new questionnaire is being piloted in Seychelles. Botswana is currently contextualising the same questionnaire in preparation for the data collection scheduled to take place this year. The new methodology has also come with the use of tablets in place of PDAs. Tablets have proved to be efficient and enhance data quality.

Mining the data: After several consultations with and recommendations from stakeholders in Zambia, GL is mining the data further to conduct advanced statistics such as predictive models and structural modelling equations. These are useful for determining the major factors contributing to GBV as well as urgent matters needing the attention of policy makers. An example below shows findings from the predictive models conducted by University of Cape Town under the Safer South Africa Initiative using GL data from the four provinces of South Africa.

Synoptic view of direct determinants of perpetration of violence in South Africa's 4 provinces (Gauteng, KZN, Western Cape and Limpopo)

	Outcomes				
Determinants (in chronological order of association/influence)	Physical IPV	Emotional IPV	Economic IPV	Sexual IPV	Sexual violence
Male Control of Relationship	2	3	4	2	
Personal gender norms	3	2	3	4	3
Childhood abuse	1	1	1	1	1
PTSD			2	3	2
Multiple sexual partners	4	4		5	4
Experienced trauma		5			
Own alcohol abuse	5				

The table shows that while controlling for other factors, child abuse came out as the most dominant determinant of various forms of GBV perpetration among other factors; male control relationships, personal gender norms, PTSD, multiple sexual partners, experienced trauma and own alcohol abuse. A conclusion reached from the analysis was addressing child abuse should be a priority in addressing GBV. These findings were presented at the South African cabinet end of 2014. GL is undertaking the same analysis with the Zambia data.

Influencing the regional and global Post-2015 agenda:

GL has linked the work on measuring VAW at national and local level to regional and global debates. The 2014 SADC Gender Protocol Barometer broke new ground by proposing potential new targets and indicators for the Post-2015 agenda. Of the 300 possible indicators, 100 concern gender violence, and they derive from these studies. The 2015 Barometer refined the indicators and reduced the



number to about 50. Through the Alliance, a member of the Women's Major Group, GL has commented on several different versions of the Sustainable Development Goals that now comprise 17 goals and 169 targets. As a result Goal five - gender equality now has a specific target on VAW and adopted two indicators on gender violence that can only be measured through the GBV household survey similar to GL's GBV Indicators Study. These are;

- *Indicator 38: Prevalence of girls and women 15-49 who have experienced physical or sexual violence [by an intimate partner] in the last 12 months.*
- *Indicator 39: Percentage of referred cases of sexual and gender-based violence against women and children that are investigated and sentenced.*

GBV Action Plans: GL worked with the Limpopo Provincial government to develop an action plan to end GBV as well as a Strategic Communication Plan to publicise the findings in the province. Currently GL is engaging Western Cape provincial government regarding the development of provincial action plans to end GBV. By end of 2016 GL is working towards having three more national/provincial action plans and strategic communication plans in Seychelles, Zambia, Botswana and Western Cape.

Cascading GBV action plans to the local level: In all the six countries where the study has been undertaken, GL has managed to work with local government to review local action plans to end GBV aligning them to the findings from the study. To date 260 GBV local action plans have been reviewed in the six countries. GL is using the results from GBV Indicators to lobby local governments to review and develop action plans that address economic justice at local level. The local government COE's create a link between national policy initiatives and the practical implementation of strategies to address GBV in communities. This challenges the prevailing assumption that GBV is not a local level competence. Many of the conditions that cause women to be unsafe such as poor lighting, lack of security in public spaces, naming streets, lack of basic services - water, electricity and sanitation - are controlled by local government. The local government COE process also arose from the realisation that the only way to empower the most marginalised women is to work through local government. GL has learned that the only way to ensure gender responsive

governance, especially to the economic needs of women, is to work council by council. The ingenuity of the COE model is that as work takes place at the local level, it is linked through to the region through the SADC Gender Protocol that sets targets and timeframes for 2015 now extended to 2030: as aligned to the Sustainable Development Goals, the Beijing Platform for Action and Africa Agenda 2063.

GL held **District Level Summits** (DLSs) for the first time in 6 of the 10 SADC Countries running the COE programme in 2014 and 7 in 2015. GL held Pre-summit verification meetings in the three countries that did not hold DLSs to review progress of the councils in gender mainstreaming, promoting local economic development and ending GBV within their communities. The DLSs are used as a learning, knowledge sharing and networking platform for councils within similar geographical locations showcasing best practices. This localised model gave COEs more time to participate, to share experiences and best practice. This model proved so popular that two South African Councils (Mossel Bay and Capricorn) held their own local level summits to end GBV. Grand Port Council in Mauritius, which won the prize for the best COE in all of Southern Africa, hosted a study visit for all the councils of Mauritius, themed around local level peace initiatives.



Lobatse town council Sixteen Day march.

Photo: Mboy Maswabi

Advocacy: In 2015, GL embarked on a vibrant online campaign during the Sixteen Days of Activism that saw several "I" stories and opinion pieces from various countries being published on the GL website on a daily basis. GL and partner organisations ran the 16 Days campaign under the banner, *From Peace in the home to Peace in the world: End Violence! Empower women!* In Zambia GL ran workshops to publicise the Anti GBV Act. In Mauritius and Mozambique GL engaged the media through workshops. GL colla-

borated with the councils to run vibrant Sixteen Days of Activism campaigns under the banner “*End Violence: Empower Women*,” underscoring economic emancipation as key to long term, sustainable solutions. Councils developed a variety of associated campaigns such as “*Take Back the Night*” and “*Making IT work for Gender Justice*” campaigns. Moving boldly into a new and sensitive area given the high levels of homophobia in the region, GL Namibia piloted a campaign on discrimination of Lesbians, Gays, Bisexuals, Transsexual, Intersex, Asexual and Queer (LGBTIAQ) persons and reviewed the action plans of 4 councils to include LGBTI policy level and implementation needs.



Empowering women, ending violence: Since its founding in 2001 GL has worked with over 2000 women in documenting their experiences of Gender based Violence (GBV). GL has

also conducted GBV prevalence surveys in Mauritius, Botswana, South Africa, Zambia, Zimbabwe and Lesotho that that one in four (Mauritius) to four in five women (Zambia) have experienced gender violence. The most likely forms of violence are also those least likely to be reported to the police - economic, psychological and verbal abuse. Many women spoke about staying in or returning to abusive relationships because they lacked economic independence or experienced financial control as a form of abuse. GL set out to test the links between economic empowerment and ending GBV.

The programme focuses on an integrated approach of life skills and entrepreneurship training including confidence building; decision-making, business management, use of IT, networking and addressing the underlying structural inequalities between men and men. Informed by the ecological theory of change, the project aims at addressing power relations at an individual, personal relationship, community level.

Participants in the empowering women, ending violence programme

	Phase 1	Phase 2	Phase 3	Baseline GEI	Baseline “I” Story	Repeat GEI	Repeat “I” Story
Target	1500	1500	1500	1500	1500	1500	1500
Zambia	188	158	133		179		124
South Africa	150	143	90		153		81
Swaziland	214	163	140		114		107
Mauritius	195	116	105		140		74
Madagascar	184	172	154		181		139
Botswana	183	134	109		163		89
Zimbabwe	181	166	150		179		141
Lesotho	175	131	130		172		75
Namibia	156	153	128		164		128
Mozambique	119	192	220		179		175
	1745	1528	1350	1127	1604	1141	1133

The table shows that 1350 women, 90% of the original target, completed the third stage of the project. A total of 1133 shared their follow up “I” story. In 2014 and 2015, 202 women from the programme (two from each of the 101 participating councils) shared their business plans at the national SADC Gender

Protocol@Work Summits. Two from each country went on to compete at the regional summits which awarded prizes in two categories: existing and start up business. Many of the women obtained passports for the first time. The summits opened their eyes and their horizons to the broader issues in the region.

One example of how summits have changed the lives of the entrepreneurs is Mafumanang Sekonyela who won the national award in Lesotho and applied for a passport for first time in her life to participate in the regional SADC Gender Protocol@Work summit in 2014. During the summit, GL arranged a study visit to the Maponya Mall in Soweto. One of the businesses expressed interest in ordering the flowers that Mafumanang makes in her business. After the summit she rushed home excited about the new market opportunity. She got big orders and had to hire two women to help her. Sekonyela now goes to Johannesburg four times a year; an empowering experience. She has opened a bank account for the first time in her life; is able to pay her kids school fees and takes care of her family.



On a winning track: Mafumanang Sekonyela.

Photo: Ntolo Lekau

Outputs

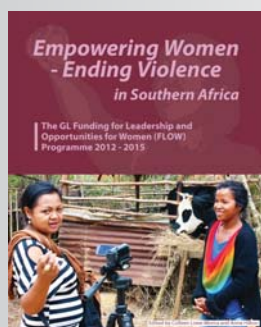
Targets for the year	Indicator(s)	Baselines	Progress
Multi-media materials on the VAW Baseline Studies in 19 languages by March 2016.	No of advocacy materials in multi-media formats.	13 (cumulative) pamphlets and audio visual programmes in one relevant language produced in each country.	To date GL has produced 14 advocacy materials; South Africa 4 English and 2 local languages, Zimbabwe 1 English and 2 local languages, Lesotho 1 English 1 local language, Mauritius 1 English, Zambia 1 English =13 pamphlets + 1 infographic.
Strategic communication workshops and implementation in four (cumulative) countries and in communities based on the findings of the VAW Baseline Studies.	No of strategic communication workshops held.	Two strategic communication workshops held in Lesotho and South Africa - Limpopo province.	GL is still planning to hold strategic communication workshops in Zambia (after the publication of the research) and Seychelles. Plans are advanced for a similar engagement in the Western Cape.



In the six countries where GL has undertaken research to measure Violence Against Women and Girls (South Africa, Mauritius, Lesotho, Zambia, Zimbabwe and Botswana) GL has translated the findings into local languages and used these to strengthen local action plans with specific targets and timeframes for “ending gender violence community by community.” Examples of local level strategies for ending GBV include involving politicians in community sensitisation workshops in Botswana. The Beitbridge Rural District Council in Zimbabwe has installed street lights around public entertainment centres and street corners and lobbied government for additional funds to construct clinics for health care services.

Targets for the year	Indicator(s)	Baselines	Progress
Progress towards four (cumulative) strengthened and costed national/provincial plans; at least 60 local plans (cumulative). Research conducted in two additional countries. VAW embedded in the SDGs. Strengthened and costed GBV strategies and action plans at national, provincial and local level in countries that have undertaken Violence Against Women Baseline Studies as well as continued uptake/leveraging of the methodology and practise.	Comparative analyses of the national and local action plans.	Plans developed in Lesotho and Limpopo province. 37 local plans achieved, VAWG targets incorporated in the SDGs. Seychelles has expressed interest in the VAW Baseline Study.	To date GL has helped Lesotho and Zimbabwe to develop NAPs and Limpopo Province of South Africa to develop a provincial action plan informed by the findings from the study. GL has made significant progress in undertaking the project in Seychelles. GL has signed a contract with Botswana to repeat the study there with a larger sample and bringing in violence against men. By December 2015, 62 councils in the countries that have conducted the GBV baseline surveys in Botswana, Lesotho, Mauritius, Zambia, Zimbabwe and South Africa reviewed their action plans to incorporate the findings of the VAWG baseline study's findings and recommendations.
To test the hypothesis that increased economic capacity will result in a decrease in GBV and increased agency for 1500 GBV survivors.	Number of survivors who complete the entrepreneurship training. % change in their income.	New.	1350 emerging entrepreneurs, 90% of the initial target group, completed the three phases of the training. Of those trained, 91% completed a business plan and 79% implemented their plans. The repeat monitoring and evaluation conducted in September to November 2015 showed a 66% increase in earnings for the participants involved in the programme regionally.
To change attitudes on GBV in the 100 local councils that anchored the entrepreneurship project.	% change in the Gender Progress Score (GPS).	Overall average of 61% at baseline.	Overall, the Gender Progress Score (GPS) administered in all councils at inception and at the end of the project rose from 61% to 63%. Three countries - South Africa, Botswana and Zambia - registered a decline, showing that social change is not always linear. But the fact that this score improved in seven countries is encouraging.
Learning on local action to end gender violence and the link between economic and gender justice is shared through monitoring, evaluation, documenting and engagement in the Annual Gender Justice Summits, creating multiplier effects that shows that the SADC Gender Protocol target of halving GBV can be achieved.	No of case studies presented at summits.	New.	In 2014 and 2015, Gender Justice summits were held at District and National level in all 10 countries and included the participation of 20 emerging entrepreneurs from the entrepreneurship programme. This led up to the presentation of 20 good practises by the top 2 women from each country at the Regional Gender Justice summit in Johannesburg in 2014 and Gabarone in 2015. Since 2013, GL has collected 267 good practice case studies on ending GBV at the local level.

These case studies are presented and further analysed to inform the writing of the book and development of the DVD for this project. Councils and their presentations are collected and shared on the GL website. To further campaign against GBV, the case studies were used to produce a DVD on Connecting the Dots - Ending Violence, Empowering Women. GL has compiled a book and ten country pamphlets on the findings and lessons learned from the project.



Ending violence - empowering women: In September 2015, GL conducted an extensive review of the project to find out what had changed and how best to move forward. Drawing on data from the Gender Empowerment Index (GEI) administered at the beginning and end of the project, as well as first-hand accounts and interviews, GL found both a marked improvement in the financial circumstances of the women, and in their personal agency. The programme has broken new ground in establishing the link between economic empowerment and ending gender violence and has been able to positively link increase in economic independence to a more amicable relationship with partners; resulting in less abuse. The review also led to several recommendations on how the model can be strengthened in the next phase, as part of GL's vision of ending violence, community by community.

Application of knowledge: One of the most valuable outcomes of the programme was the extent to which women were able to apply what they had learnt. Many spoke of improvements in their businesses and felt empowered by the information and skills they had learnt. A number found new markets (54%), added new products (59%) and 67% grew their business. 48% indicated that they had started a new business. The opening of bank accounts (41%) is a significant change in the lives of these women and whilst the project has not quantified the levels of savings, the fact that women have recognised the importance of saving for their businesses is important.

Here is one example from the book documenting the project: "Since I started attending the workshops my business is doing well. I am not suffering abuse anymore because I am earning my own money from my business. I can buy my own food and pay school fees for the kids. I am no more abused by my husband as we made peace with my husband. This happened because now I am making money and can buy food for the house and help our children wherever I can. Our children are progressing well at school since they are no more facing poverty unlike in the past. Now I feel like I am empowered with information from Gender Links to make right decisions." Faustina Petrus from Ongwediva in Namibia.

Increases in income: The regional average increase rose from R270 of R796 per month. This is an important outcome and demonstrates a positive outcome in their financial situation for many of the women.

"Before, I was an abused woman who suffered abuse from my partner in silence. But since I met the NGO Gender Links, I took control of my life. Today, I became financially independent. I went from being an abused woman to a woman entrepreneur. I encourage all women who suffer in silence to reach out and gain the means to get out of their hell and become financially independent," said Noelle Simirone, who received entrepreneurship training from Gender Links, and used her newly developed business skills get back on her feet after a history of domestic violence.

Nomcebo Dlamini, an entrepreneur from Swaziland who is developing a business for plus sized women, and women with disabilities, says that Gender Links built her confidence as a business woman, and now she wants to pass that confidence on to her clients. "My dream is to dress people like me so they can be comfortable in their bodies and have the confidence to lift their heads high. Looking good is feeling good and as a plus-sized woman who is also disabled, I know what would make another woman like me feel good and also look comfortable in," says Dlamini. Dlamini met Gender Links (GL) through entrepreneurship workshops that taught participants how to develop business plans. "GL came to teach us about business plans. They catered for us even if one did not have a plan but a vision for the business they wanted to develop. About 20 of us participated in this initiative. Through this I have been empowered and gained knowledge on how I can improve my business plan. I can talk confidently and know how to approach people in business. I want to register my business and get a license and be able to get tenders."

Advancements in technical skills: GL believes that the use of IT and mobile technologies are key to the economic advancement of women. Computer skills training was introduced in the first training workshop. The use of computers increased from 18% to 68% and email usage by 35 percentage points to 48%.



Participants learning computer skills in Lesotho during the programme.
Photo: Gender Links

Personal agency: Regionally the overall score for relationship control increased from 62% to 66%, with Botswana highest at 82%, a 12 percentage point increase from before the programme. Lesotho and Zambia recorded increases of 11 and 10 percentage points respectively.

“GL enlightened me and I realised that I am better off without my husband who always abused me and caused a lot of problems in my life. The freedom that I earned through the knowledge that was imparted to me gave me the strength to work hard and escape from the challenges brought about by polygamy. However, the most important skill I attained is business management. The entrepreneurial skills helped me in setting up my vending business, selling vegetables and fruits. I used US\$30 which I borrowed from my cousin as start-up capital. I started with a vegetable business so as to raise money to set up my desired project, a poultry production business. With the profits I realised from selling vegetables and fruits I managed to construct a fowl run with a carrying capacity of 100 chickens. I need US\$150 for my project to be fully operational but I have been unable to meet the desired results within a short period of time as yet. I am tied down with other responsibilities like paying rent and bills, hence the delay in making my project tick. My husband and his second wife continued insulting me through telephone calls and text messages. The day they realised that I was working with Gender Links they immediately stopped their insulting behaviour. I am still wondering what is in the name of Gender Links that forced them to stop insulting me. However, I feel indebted to GL because they brought peace of mind into my troubled life.”

**Ropafadzo from Gweru Zimbabwe*

Women indicated substantial decreases in their experiences of GBV: The regional score for experiencing “less or much less” abuse was 87%, for “same” 6% and for “worse or much worse” 7%. Women have shown increased assertiveness within their relationships, families and communities and have suggested that the decrease in GBV and increase in respect in these relationships is due to their acquired knowledge and ability to support themselves and their families. “He doesn't get angry easily with me anymore because I also put food on the table; he respects me.... During the training I learnt a lot of skills on how to maintain peace with my husband and avoid conflict with him.” *Donatilla Amwaalwa from Oshikuku in Namibia*

The Gender Attitude survey results show an overall increase in the Gender Progress Score (GPS) of two percentage points in all the councils where baseline and progress surveys were conducted. Lesotho has the highest progress score of 73% and Mauritius the lowest at 57%. Mozambique records the most improvement by 11 percentage points from 56% to 67%. Zimbabwe, Madagascar, Mauritius and Namibia recorded slight increases of two to three percentage points. Botswana, Zambia and South Africa regressed, by one to two percentage points showing that social change is seldom linear. However, within these averages, some councils registered high scores and improvement. The council scores ranged from 95% (Seate in Lesotho) to 56% (Black River in Mauritius). No council fell below the 50% mark. Several fell within the 60-70% range which is well above their country averages.

* This is a pseudonym



Claudia Rakotonirina (right) interviewing a participant at an Entrepreneurship workshop in Manjakandriana, Madagascar. Photo: Zoto Razanandrateta

Challenges

The GBV Indicators research relies heavily on partnerships with governments, necessary for ownership and follow up, but often onerous for planning. In Zambia, where the research is being funded by the UN through the gender ministry, GL has experienced several delays. For a project that commenced in 2013, GL is still to finalise and launch the report. Despite the challenges, government ministries remain crucial in this process as they ensure ownership and sustainability especially the adoption of the indicators for ongoing monitoring. Another challenge has been of implementation costs going over the budget in the case of Seychelles. This was affected mainly with the devaluation of the Rand in the past year.



16 Days of Activism march against gender based violence, Orange Farm, Johannesburg, South Africa.

Photo: Thando Dlamini

Risk analysis

Risks	Rate - High/ Medium/Low	How these will be mitigated
GBV INDICATORS		
Partnerships dynamics can have negative impact on project success.	High	Ensure effective partnerships with both relevant government departments and CSOs. The flexible funding has enabled us to go forward with the project where there was some stalling by partners e.g MGCD Zambia
Implementation costs of conducting research can creep if not capped.	Low	GL seeks to establish mutually beneficial partnerships with governments using the Botswana case as a model. Seychelles government contributed 40% of the total costs. This helped to make the research possible and enhanced ownership of the results.
Lack of or poor buy-in by government officials has implications for advocacy and the outcome of strengthening national and local action plans to end GBV.	Medium	GL will ensure political buy in from the onset to ensure ownership of the results and subsequently commitment in advocacy activities.
Wide expression of interest from new countries implies taking on more work than planned initially.	Medium	Partnerships with the governments and in country fundraising cut costs in the overall implementation for GL for example Botswana is now cascading the project to district level all costs covered by the Botswana government.
Unpredictable political environments	Medium	GL will ensure political buy in by existing structures rather than individuals.
ENTREPRENEURSHIP TRAINING		
Funding to continue to offer the programme.	High	Diversified sources of funding will be sought including the private sector. Support will be aimed at both financial and in-kind contributions.
The project is run by staff with already high volumes of work.	Medium	Ideally dedicated staff with entrepreneurship experience should be engaged in each country but funds do not permit at this time.
Cooperation from COE councils. The pilot achieved mixed results in this regard.	Medium	Going forward the selection of councils and will be more robust and MOUs will need to be signed.
Drops out rates of participants.	High	Going forward participants will be selected based on a set of criteria aimed at having a better understanding of the clients circumstances and willingness to see the programme through. The programme will also be redesigned to be more demand rather than supply driven.

Next steps

GBV indicators

- Launch the Zambia report, and use the findings to revisit and strengthen 365 Day National Action Plan to End Gender Violence, with accompanying strategic communications plans and frameworks.
- Finalise the studies in Seychelles and Botswana testing the new questionnaire.
- Develop Strategic communication plans and strengthen action plans to end GBV in light of the findings in Botswana and Seychelles.
- Use the research in the seven countries where it has been completed to strengthen local action plans for ending gender violence.
- Campaign for all SADC countries to undertake comprehensive national GBV prevalence and attitude surveys, as part of the Post-2015 SADC Gender Protocol and SDG campaign.

Entrepreneurship training for survivors of GBV

- Choosing councils more carefully and locking in their commitment for better results.
- Working with fewer councils at a time to facilitate links and sustainability of the project and the women's business aspirations.
- Choosing participants more carefully and supporting them holistically for the workshop period to maximise impact of the training.
- Strengthening links with potential support for the women in councils.
- Introducing of communities of business women and peer mentorship for learning, sharing and networking.
- Identifying potential sources of funding has been difficult and needs to be a focus issue with each new council and as a key issue in the Post-2015 agenda for the economic mainstreaming of women in SADC.



Looking to the future: Mayor of Bongatsara, Rabearisoa Lancelot Annick, and GL Madagascar Country Manager, Ialfine Papisy.

Photo: Colleen Lowe Morna

Gender and Governance



Mariatu Fonnah - Governance Manager



Susan Mogari - Programme Officer

15 years of service

1. 2003/2004: Pioneering comprehensive study of the impact of women in politics in Southern Africa - *"Ringling up the Changes, Gender in Politics in Southern Africa."*
2. 2006/2008: Ground breaking research, *At the Coalface, Gender and Local Government.*
3. 2003/2015: Gender, elections and media campaigns and reports linked to all local and national elections.
4. 2006/2008: Crafting of intervention strategies for transformation within local government - Six Stage Centres of Excellence process tested.
5. 2010/2011: Revamping of strategy after five-year institutional evaluation to a 10 Stage COE process.
6. 2008/2012: Registering offices in nine countries in addition to the South African base.
7. 2012: Quota for women in local government adopted in Mauritius with support from GL.
8. 2011/2015: Gender on the local government agenda advanced through 432 Centres of Excellence for Gender in Local Government in 10 countries, covering 34% of the population.
9. 2014: Summits extended to district level.
10. 2013/2015: Costed local GBV action plans.
11. 2013/2015: Systemic measuring of changes in attitude at the local level.
12. 2014: Councils collectively contribute 71.2% towards gender mainstreaming, ending GBV and promoting gender equality through gender responsive budgeting and service delivery.
13. 2013/2015: Entrepreneurship training for survivors of gender violence linked to the gender action plans of Councils was completed and evaluated. 1500 women GBV survivors facilitated through a four-phased Entrepreneurship and Life Skills Programme in 102 councils in the 10 satellite countries.
14. 2015 onwards: Innovative review and revamping of the programme content, resources and methodology to enhance delivery.
15. Revamped 50/50 campaign and programming aligned to the SDGs and post 2015 SADC Protocol.

No. of Centres of Excellence	Country	Bots	DRC	Les	Mada	Mal	Maur	Moz	Nam	SA	Sey	Swa	Tan	Zam	Zim	Total
		31		50	67		83	19	36	20		24		44	58	432
No. of events during the year	Country	Bots	DRC	Les	Mada	Mal	Maur	Moz	Nam	SA	Sey	Swa	Tan	Zam	Zim	Total
	COE	18		22	37		10	7	4	9		5		16	14	142
	Non COE	4		0			9		5	9		0		0	5	32
	Total	22		22	37		19	7	9	18		5		16	19	174
No. of participants	FEMALE				MALE						TOTAL					
	4 023				2 732						6 755					
Outputs	Reports	Action plans			Books		Fact sheets			DVDs/Infographic			Pamphlets/posters			
	1 582	403			0		0			0			0			
Outreach	Website hits	Contacts generated			Media mentions			Other events attended			No of MOUS with partners					
	5 599	1 022			208			40			93					
Evaluations - average scores	Content	Design	Documen- tation	Facili- tation	Group work	Outputs		Outcomes		Learning		Networking		Admin	Overall	
	86%	86%	85%	88%	85%	83%		83%		87%		86%		86%	85%	

The Gender and Governance programme provides a strategic pathway to localising key international instruments for promoting gender equality, women's rights, women's economic empowerment and ending gender based violence at institutional, community and individual levels. The programme's goal is to promote gender equality and responsive governance within local government in accordance with the provisions of the SADC Protocol on Gender and

Development, aligned to Sustainable Development Goals (SDGs).

This programme is pivotal to ensuring that the tier of government closest to the people, local government, is equipped with the needed skills sets and knowledge to advance women's rights, justice and development through effective gender sensitive decision-making and efficient service delivery/actions. Localising the

SDGs and SADC Gender Protocol is pivotal to programme design, implementation, monitoring and evaluation and documentation. The programme is implemented in 10 SADC countries (Botswana, Lesotho, Madagascar, Mauritius, Mozambique, Namibia, Swaziland, South Africa, Zambia and Zimbabwe).



Women take up the leadership challenge: Rabearisoa Lancelot Annick, Mayor of Bongatsara, Madagascar. Photo: Colleen Lowe Morna

The increasing lobbying and advocacy for equality for women in politics and leadership, electoral systems reforms through 50/50 campaigns, the collection and dissemination of case studies and testimonials on women making a difference in politics plays a key role in advancing gender responsive governance. On-site training of trainer's (ToT) workshops for about 864 council officials (GFPs and GCs), influential community members and facilitated peer learning and sharing has resulted in the programme achieving major targets including rolling out the Centres of Excellence (COE) programme to 432 of the 1010 local authorities (43%) covering 34% of the population.

GL works strategically with partners to design, develop and implement projects. For instance with limited

budgets, GL cascaded the district level summits initiated in 2014 to 15 more councils; totally 30, ahead of the national and regional summits in 2015. Councils demonstrated their increasing ownership of the COE programme and commitment to advancing gender equality and mainstreaming by contributing financial and human resources in organising and coordinating the summits. In 2014/2015, councils committed R 79, 875, 638 towards gender mainstreaming through specific projects, financial and in-kind contributions to the COE process and funds they raised. GL continues to craft cost effective ways of strengthening achievements in current COEs, cascading the programme to new ones with direct involvement of the Ministries of Gender and other relevant ministries.

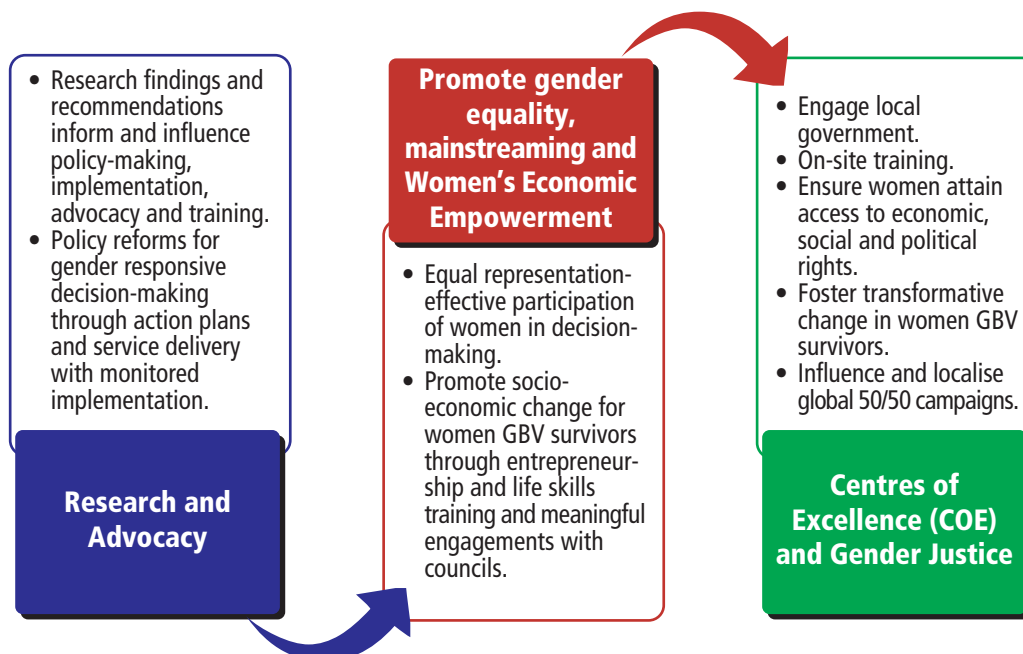
Objectives

In 2015 the programme sought to:

- Increase lobbying and advocacy for electoral systems reforms that foster gender parity in political leadership and decision making at local levels.
- Roll out and strengthen the 300 COE's on gender and local government to 100 more councils, and cascade to district level Protocol@Work summits.
- Progressively change attitudes on GBV and strengthen council's strategies to reduce GBV community by community in 100 local councils.
- Test the hypothesis that increased economic capacity will result in a decrease in GBV and increased agency for 1500 GBV survivors through a pilot Entrepreneurship and Life Skills Training programme aimed to reduce GBV in 100 councils.
- Share good practices on gender equality and mainstreaming and identify local level strategies that work to end GBV.

How the programme works

As illustrated below, the **COE approach** to gender mainstreaming, promoting gender equality, ending violence and empowering women GBV survivors is a unique blend of research and evidence, applied to strategies; action planning, with on-the-job capacity building and applied learning; framed around vigorous monitoring and evaluation, affirming of good practice, and sharing of learning at the annual summits. Emerging evidence suggests that this inter-linked model is effective and sustainable. GL is currently reviewing the COE methodology five years after its design to align to its latest 2016 to 2020 strategy.



The COE programme **design and implementation** model follows the following key stages:

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 the SADC Gender Protocol local/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. Application of skills by 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	Summits.	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 and awards at district, national and regional levels; that provide councils and communities with a platform to learn from each other on empowering women and ending violence at the local level.

Key activities

Lobbying, advocacy and training for increased women in leadership and political decision making. To promote gender parity and participation in local government, GL trains women candidates in campaigning and media skills and use of IT for networking. GL lobbies governments for legislated quotas for women in local and national government. In 2015, GL held 50/50 campaign workshops with parliamentarians in post-election Botswana and in

preparation for the 2018 elections in Mozambique. In May 2015, representatives from the Ministry of Local Government, Ministry of Justice, Zimbabwe Electoral Commission, UNWOMEN and GL Zimbabwe undertook a learning visit to Mauritius to learn from the 2012 campaign that led to a quota for women in local government on the island ahead of the 2018 tripartite elections. The visit resulted in a position paper which will be submitted to parliament for consideration.

Roll out of the Centres of Excellence for Gender in Local Government:

Country	Total COEs in 2015	COE stages complete with action plans	Variance (outstanding action plans)	% progress
Botswana	31	25	6	81%
Lesotho	50	50	0	100%
Madagascar	67	67	0	100%
Mauritius	83	83	0	100%
Mozambique	19	17	2	89%
Namibia	36	35	1	97%
South Africa	20	17	3	85%
Swaziland	24	12	12	50%
Zambia	44	39	5	89%
Zimbabwe	58	58	0	100%
TOTALS	432	403	29	93%

The table illustrates progress in rolling out the COE process. 432 councils have joined the COE process and 403 have developed costed gender and GBV (93% progress). GL's top priority in 2016 includes completing the outstanding stages; strengthening gains with active councils and getting councils to drive gender mainstreaming. Measures to enhance sustainability include:



- **Developing in-house capacity to run some of the COE stages:** In 2015, GL intensified efforts to cut costs and enhance local ownership through training Drivers of Change. These comprise Gender Focal Persons (GFPs, usually council officials) and Gender Champions (GCs, councillors who provide political leadership. GL works with 864 GCs and GFPs. GFPs co-facilitate stages two and three, six, seven and eight; and actively take part in organising logistics for workshops and summits in some countries. They collect questionnaires from the councils to measure attitudes and knowledge on GBV as well as the citizen scorecard pegged on the SADC protocol. In Lesotho, the gender ministry has made available its Principal District Gender Offices (PDGO) to work with GL in cascading the COE model across the country, on the basis that for every council GL works with, the PDGOs work with at least one council, using GL's training, monitoring and evaluation framework. GFPs within each council are expected

to carry out the situation analysis, assist in administering the score card, and drive the process from within. These PDGOs also co-facilitate both the Entrepreneurship and Life Skills programme in Lesotho; an exemplary value add to the sustainability of the project. The GCs mainly consist of councillors who provide the political vision and guidance to the process. They are tasked with community mobilisation (stage three), signing the statement of commitment (stage six) and generally ensuring the process remains on course.

- **Community mobilisation:** Reaching out to the communities in the governance work has been strengthened by the village workshops and profiling moving stories council by council, where people's lives have been transformed creating multiplier effects through sharing and online profiling.
- **Working with governments and local government associations:** Following strong partnership building and previous ToTs, GL Namibia held a TOT of GFPs and GCs collaboratively with the Ministry of Gender and Child Development in an effort to sustain the COE work. GL has worked close with Provincial District Gender Officers (PDGOs) in Lesotho to canvass, mobilise buy-in and ownership as well as co-facilitate workshops and monitoring of project activities. In all countries with GL offices, GL works collaboratively with Local Government Associations.

Governance MOUs with key partners and their categories					
Country	Government	Private sector	Donors	NGOs/CBOs	Totals
Botswana		8	2	1	11
Lesotho	1				1
Madagascar	67		1		68
Mauritius					0
Mozambique	3	1			4
Namibia	2				2
Swaziland	1				1
South Africa					0
Zambia	2				2
Zimbabwe	2	2			4
Totals	78	11	3	1	93



Partnerships: Gender Links Namibia Manager (second from left) Sarry Xoagus Eises joining the Minister of Gender and Prosecutor General during the launch of 16 Days campaign in Namibia in 2015. Photo: Veronika Haimbili

By the end of 2015, the GL Governance programme had successfully concluded 93 MOUs mostly with councils and government ministries, some with private sector organisations and other CBOs. GL also works hand and glove with local government associations, gender machineries and key Gender Ministries in seven countries. The COE process has made achievements through high level political support across ministries and political parties, as reflected in high level attendance at annual summits and during 16 Days activities.

Peer learning and twinning between councils:

Twinning arrangements between councils have facilitated peer learning. For example, Swakopmund council in Namibia helped Karibib to draw up its gender action plan. Grand Port District Council hosted seven other district councils and some village councils to a study visit in Mauritius in November 2014. Study visits and twinning arrangements need to be facilitated more as this model has proved appropriate and

conducive for learning and innovation in the roll out of the COE programme.

Cross cutting areas

Cross cutting issues integrated in the Gender Justice and Local Government training content include Climate Change and Sustainable Development, Gender and Disability, HIV and AIDS and Care Work. Gender Links has also included these intersectional issues as key thematic categories in the annual summits so that councils, partners and CSOs can share their best practices to foster learning on integration strategies.

Gender and Disability: GL's programme design and delivery within councils and communities has made use of an inclusive approach. In reviewing programme content, GL will include Gender and Disability as a stand-alone module. The examples that follow show how country offices are taking up this issue in their work:

All national programmes and strategies in public and private sectors in **Botswana** are required to demonstrate disability-sensitive programming, implementation, monitoring and evaluation so as to eliminate all forms of inequality and discrimination. GL Botswana has made it a point that at every event representatives from the Society of People Living with Disability are informed and invited. The office is working towards increasing its pool of partners that deal directly with projects for the advancement of disability needs and rights and involving them in GL's district, national and regional summits.

GL **Lesotho** has undertaken to engage in the development and implementation of policies, laws and administration measures aimed at securing the rights of people with disabilities and to abolish laws, regulations, customs and practices that constitute discrimination towards people with disabilities. The Lesotho National Federation of Organisations of the Disabled (LNFOD) is always invited as key partners in stakeholder meetings and their views and concerns are taken into account. The local councils also include the disabled in their employment policy and always make sure that they get equal job opportunities.

Gender and Climate Change - localising efforts in conserving the environment:

The COE's abound with innovative examples of measures being taken to prevent, adapt, and mitigate the effects of climate change.

Grand Port District Council in Mauritius is exemplary on climate change management strategies as shared during a study visit held in November 2014 with seven other District councils and representatives of village councils. A winner in both the 2013 and 2014 summits, Grand Port has committed to planting 5000 trees, in conjunction with a campaign on keeping a clean environment. The Council is providing tree cuttings and nursed plants to community members and councillors to plant, and even organising planting competitions. This non-traditional role of women has boosted the city's gender mainstreaming approaches whilst clearly benefiting the community by providing these services.

Selebi Phikwe in Botswana integrated and is advancing climate change into their Gender Action plans, by including vegetable gardens and other climate friendly activities in their budget for gender. Nine women and one disabled man work at one of their prime recycling gardens. They growing enough produce for household consumption, and making a profit by selling excess produce. The council has sought to combine projects such as recycling with income generating empowerment projects.



Recycling yard at Selebi Phikwe in Botswana.

Photo: Gender Links

The **Kariba Municipal Council in Zimbabwe**, has allocated land to SMEs particularly women in community based organisations for business projects. In addition members of the community benefit through income to be earned from sales of waste plastic and beverage cans.



Mayor of rural council of Tsiafahy and Ralaiarimanana Herizo John.

Photo: Gender Links

Ralaiarimanana Herizo from the Maintso Tsara Association at **Tsiafahy Rural Council in Madagascar** won the climate change category at the 2015 national summits. As a young active leader and member of the gender committee of the council, he examined the impact of climate change in recent times and documented its harmful impact on the Tsiafahy council and community. He organised a mass awareness-raising session on reforestation and developed a project for the installation of a safe water system in the community. Subsequently the council has embraced environmental sustainability strategies in decision making and service delivery, prioritising sustainable development.

Summits and documenting the COE process

GL held District Level Summits (DLSs) for the first time in 6 of the 10 SADC Countries running the COE programme in 2014 and in seven countries in 2015. GL held pre-summit verification meetings in the three countries that did not hold DLSs to review progress of the councils in gender mainstreaming, promoting local economic development and ending GBV within their communities. The DLSs are used as a learning, knowledge sharing and networking platform for councils within similar geographical locations

showcasing best practices. This localised model gave COEs more time to participate, to share experiences and best practices. This model proved so popular that two South African Councils (Mossel Bay and Capricorn) have held their own local level summits. Grand Port Council in Mauritius, which won the prize for the best COE in all of Southern Africa, hosted a study visit for all the councils of Mauritius, themed around local level peace initiatives. Below is an example of the good practices shared at summits:

Lobatse Town Council has partnered with the Botswana Police Service to reduce Gender Based Violence (GBV) in the locality. The partnership provides confidential support to victims of GBV by having focal persons at the police station trained on GBV matters. Institutions such as churches, schools, institutions, clinics, hospitals teach and sensitise people about GBV with help of police services. The community was encouraged to report any form of GBV to the police.

The local police stations now have a secluded and private office with police counsellors who deal with GBV cases directly. A front desk officer deployed at the reception, has an officer trained in GBV issues who is also the first point of contact for all GBV victims. The police stations are working with the council to improve record keeping of all the GBV cases. Support services include therapy sessions and counselling. Some instances involve referrals to local psychologists especially in cases whereby the victim



Lobatse town council joins forces with police to end gender based violence.

Photo: Gender Links

has gone through the most traumatic violence. Follow up visits and calls by the police station's GBV unit ensure continuous support to survivors. The GBV campaign has really promoted partnerships between the town council, police and local businesses. *Excerpt from the Protocol@work case study submitted by Lobatse Police station; SADC Protocol@Work Summit 2015*

Examples of some gender actions developed and implemented by councils include, multi-party women's caucuses established within councils in Maun and Lobatse; fair land allocations at Namaacha in Mozambique where in 2015, 60% of the land was allocated to women; the review of the gender policy in Serowe to ensure it provides the basis for gender sensitive decision-making projects and their delivery in Botswana. In Namibia gender awareness and sensitisation campaigns have been crafted on women's rights, access to resources such as land, financial resources and business opportunities through fair procurement processes.

However, a key challenge faced during the year was getting councils to finalise, adopt and effectively implement their action plans. Councils have internal protocols and processes to follow before any policies, actions or activities are approved. The costing of action plans to ensure gender responsive budgeting has been restricted by limited funds within councils. GL is encouraging councils to lobby ministries to increase council budgets and inform them of other projects for funding opportunities that they can tap from.

Outputs

Targets for the year	Baseline	Indicators	Achieved in 2015
Roll out of the COE process			
Cascading methods documented relative to country contexts; COE's cascaded to 20 more councils (400 councils in total).	GL has developed three cost effective ways of cascading COE's - working with gender ministries; peer trainers; and twinning. 381 COEs bought into the process in 2014.	No of new COE councils as a result of the cascading process.	432 councils joined the COE process; 32 more than the target for the year.
Flagship programmes to end GBV			
100 councils join and complete ten stages of the COE process; declare zero tolerance for GBV; design and implement concerted campaigns whose impact is measured through a localised version of the GBV indicators/attitude research.	50 baseline datasets analysed. GL used an online tool to measure and produce council level baselines.	No of COE's that develop and implement flagship programmes to end gender violence.	403 gender and GBV action plans were verified throughout the year including during district and national summits. This is an increase of 240 action plans from 143 gender and GBV action plans in 2014. The verification process included updating the score card and assessing evidence to measure progress.
Leadership training			
2000 women whose leadership capacity has been built or strengthened as leaders.	GL started measuring this parameter in 2014. A total of 2515 women participated in developing the 365 Day Gender Based Violence Action plans, assuming leadership and becoming active change agents; 25% higher than target.	No of women trained as Gender Focal Persons (GFP) and Gender Champions (GC), prospective councillors and leaders.	A total 3 980 women participated in developing council gender action plans, assuming leadership and becoming gender cadres for change. GL substantially exceeded the target.
District level summits			
Summits cascaded for the first time to 15 districts.	13 District summits pioneered in 2014 and they garnered a lot of support. 339 women and 203 women (542 in total) from 143 councils participated in 15 district level summits in six countries.	No of district level summits.	15 district level summits cascaded in 2015 totaling 30; including pre-summit verification workshops; garnering increased support. These gathered active participation from 1120 women and 505 men (1625 in total) with 70.2% of the participants being women.
Best practices			
100 good practices from 100 localities x 3 years = 300 good practices on the link between gender and economic justice.	In 2014, a total 284 councils from ten countries presented 22 case studies on GBV and 47 on women's rights; 25 on climate change; two on the 50/50 campaign; 30 on leadership and 158 on the COE process at the 2014 SADC Gender Protocol@Work Summits.	No of good practices demonstrating the link between gender and economic justice.	GL gathered 814 case studies during the district level and national summits. Winners proceeded to the regional summit. Councils presented 163 best practices on COE; 54 on Economic Justice and Education; 25 on Gender and Governance 50/50; 106 on GBV; 72 on Gender and Climate Change; 64 on Media; 66 on Gender Champions; 185 on Emerging Entrepreneurship; 55 on SRHR and 24 on Constitutional and Legal Rights. Altogether, the councils, GBV survivors and other partners have presented 2189 case studies at summits over three years.

Country	Number of councils	Number of COEs	COE population	Country populations	Average percentage of COEs in countries
Botswana	32	31	1 593 140	2 262 000	70%
Lesotho	75	50	978 757	2 135 000	46%
Madagascar	119	67	4 800 630	2 423 5000	20%
Mauritius	133	83	1 885 09	1 273 000	15%
Mozambique	53	19	5 738 780	2 797 700	21%
Namibia	58	36	686 169	2 458 000	28%
South Africa	278	20	5 265 062	5 449 000	10%
Swaziland	67	24	948 291	1 286 000	9%
Zambia	103	44	9 746 763	16 211 000	60%
Zimbabwe	92	58	10 056 250	15 602 000	64%
Total	1 010	432	39 813 842	96 675 800	34%

As reflected in the table, GL is now working in 432 of the 1010 councils in the ten countries that it works in (42% of the total number of councils). These councils include all the capital cities, and 39 813 842 people or 34% of the population. In Botswana, only one council has not started the COE process though they have shown interest. In Mauritius, all the District and Municipal councils are COEs with the outstanding 50 being village councils. In Lesotho, Namibia and Zimbabwe, the COEs now cover three quarters or more of the councils.

There are only three (large) countries in which the COEs cover significantly less than half of the population: Mozambique, South Africa and Madagascar. The difference in reach achieved to date, along with local political factors, and different models for cascading piloted to date, have a significant bearing on the direction that the COE programme needs to take in each country going forward (see next steps).

COEs are extending the outreach through local media coverage and innovation such as monthly e-newsletters and print newsletters. Councils are increasingly viewing the role of media and information transmission as a platform for sharing knowledge. Stages seven and eight of the COE process equip councils with the needed skills to use the media as a tool and means of effecting

the needed change and promote gender equality and mainstreaming in their communities.

Gender Links has created council pages for all COEs and these are also linked to council websites and FaceBook pages where these are available. Council institutional profiles are regularly updated and councils are also encouraged share current and information related to their transformation and best practices ingender mainstreaming in real time for updating on their pages. Gender Links also encourages councils to have their own websites. Arandis and Oshikuku councils in Namibia, and Lobatse Town Council in Botswana have monthly and quarterly electronic newsletters that are distributed to the community and partners as well as other councils. In 2016, GL is working with the councils to create a Gender in Local Government Community of Practice. Councils also use community media to spread the word on gender equality.



Councillors at the COE Stages 7 and 8 workshop in Lesotho.

Photo: Ntolo Lekau

Creating a song and dance on gender equality in Lesotho



Cllr Sefali engaged in a song and dance with some of his followers.

Photo: Gender Links

Councillor Sefali of Tsana-Talana Council, Lesotho, has established a reputation for encouraging men to

join a theatre group that tackles gender equality and women's empowerment. Councillor Sefali first interacted with GL in 2011 during the COE workshops that "opened his eyes". He went on to become chairperson of the council. "Before I become a leader, I thought that it is only men who can have final decisions and who can be leaders. Since I have been a gender aware leader, I understand that women are very powerful; they can have a say and be leaders too. I ensured that men understand that women are not children and can make right decisions." Cllr Sefali has twice won awards at summits as a Gender Champion. In the last elections he formed and registered his own party and called it Community Freedom Movement. Although he did not win the national elections he raised his profile especially among women voters whom he regards as vital for change.

Outcomes

Targets for the year	Baseline in 2014	Indicators	Achieved in 2015
Women's political representation			
Training women candidates and prospective leaders to ensure a cadre of leaders that will take forward the work on ending GBV and empowering survivors of gender violence.	A total of 235 women candidates were trained in Botswana, Namibia and South Africa in 2014. Madagascar did not have elections and Swaziland split its election into rural and urban councils held a year apart.	Number of women whose leadership capacity has been built or strengthened as leaders (e.g. by receiving leadership training/coaching) and are applying this in informal or formal leadership.	A total of 2312 women leaders within local government were trained in the 10 countries throughout 432 councils as part of participants in attendance in the COE on-site trainings.
Women constitute at least 30% of councillors in the COE's that GL works with; testimonial evidence of the difference this makes; at least three case studies of the outcomes of campaigns to extend electoral quotas to local government.	Women constitute 25% of councillors in the COE's that GL works with; GL has 179 case studies of women and men making a difference; three case studies - Mauritius, Lesotho and Zimbabwe - of campaigns to extend electoral quotas to local government.	Proportion of women in local government in the COE's that GL works with. Case studies and testimonial evidence of the difference that this makes.	Women's representation increased by two percentage points from an average of 24% to 26% in 2015. Through district, national and regional summits, GL collected 814 case studies of women and men making a difference. Of these, 66 were particularly on Gender Champions.
No of countries that strengthen special measures for increasing women's representation in politics at national and local level.	Ten SADC countries have quotas of some kind, but none specify 50%; five of these are voluntary; two at local not national (6). Namibia's SWAPO party adopted a 50/50 quota for the November 2014 national elections leading	Progress towards strengthening quotas in three countries.	Four countries had local elections in 2015. Two of these countries experienced an increase in women's representation at the local level in 2015 - Madagascar from 6% to 15% and Namibia from 44% to 48%. These are two countries in which GL has actively lobbied for special measures to increase women's representation. Three countries have

Targets for the year	Baseline in 2014	Indicators	Achieved in 2015
	to a dramatic increase in women's representation from 26% to 41%. Madagascar conducted a study visit and Zimbabwe is planning a study visit to Mauritius to study the local government quota.		local elections in 2016 - Zambia, South Africa and Lesotho. GL has active 50/50 campaigns in each. GL helped to organise a study visit by senior officials from Zimbabwe to Mauritius to study the legislated quota there. This has resulted in a submission to the Zimbabwean cabinet on the need for a legislated quota for women in local government in the 2018 elections.
Gender responsive governance			
Gender Score Card (GSC) increases to 68% (48% lowest, 83% highest).	63% (43%, lowest, 78%, highest).	Percentage achieved in the Gender Score Card (GSC).	66%, (45% lowest and 96% highest).
Gender responsive budgeting			
Proportion of cash and in kind contributions from COE councils will be a minimum of 70% of the total cost.	New in 2014. COE councils contribute 70% of the total cost of gender mainstreaming in 300 councils	Proportion of cash and in kind contributions from COE councils.	Achieved 71.2% - 1.2% higher than target.

Women in local government: The table provides up to date figures on women in local government generally, as well as in the COEs, in the ten countries that GL works in.

Impact - Women representation in local government in 2015							
	COE			Country			COE versus country
Country	Total no. of councillors in COEs	No. of women councillors in COEs	% of women councillors in COEs	Total local government councillors	Women in LG	% women in LG	Variance
Botswana	424	85	20%	605	117	19%	2%
Lesotho	500	225	45%	1 276	627	49%	- 4%
Madagascar	357	54	15%	9 608	579	6%	9%
Mauritius	651	151	23%	1 614	388	24%	-1%
Mozambique	513	144	28%	1 196	450	38%	-10%
Namibia	189	79	42%	323	135	42%	0
South Africa	297	153	51%	9 090	3 494	38%	13%
Swaziland	155	18	12%	462	54	12%	0
Zambia	664	57	9%	1 382	85	6%	3%
Zimbabwe	147	25	17%	1 962	318	16%	1%
Total	3 897	991	26%	27 518	6 247	23%	3%

Two countries, Madagascar and Namibia, held local elections in 2015. In Madagascar, women's representation increased from 6% to 15% and in Namibia from 44% to 48%. Namibia has a legislated quota for women in local government; Madagascar does not. While the doubling of women's representation in local government in Madagascar is significant and is a tribute to the mobilisation over the years, the fact that this is still so well below 50% underscores the importance of GL's campaign for legislated quotas across the region.

A key focus of GL's is to lobby for legislated quotas in at least ten SADC countries using the highly successful Mauritius campaign as a springboard. The study visit prizes that GL organised after last year's SADC Protocol@Work summit included Madagascar winners going to Mauritius to learn about the quota that led to a fourfold increase (to 30%) of women in local government in the December 2012 elections.

In 2015, GL helped to organise a study visit by senior officials from Zimbabwe to Mauritius to study the

legislated quota there. This has resulted in a submission to the Zimbabwean cabinet on the need for a legislated quota for women in local government in the 2018 elections.

Three countries have local elections in 2016 - Zambia, South Africa and Lesotho. GL has active 50/50 cam-



Josephine Ncube

The changing face of council administrations: While the COE process has limited influence on election outcomes, women in local council administrations constitute an important indicator of change. GL has tracked this closely in Zimbabwe, one of its best established offices. Female managers constituted 33 out of 203 (16% of the total managers) at baseline conducted in 2013. This figure rose to 55 out of 266 (21%) after an analysis in the last National Summit in June 2015. These changes are attributed to interventions by the Ministry of Local

paigns in each. In 2015, women comprised an average of 26% those in the COEs: three percentage points higher than the regional average of 23%. This figure is still below the 50% target prescribed in the SADC Protocol on Gender and Development, but it shows that change is possible.

Government as well as deliberate efforts by councils to ensure that women are represented in decision-making positions. For example when Murehwa Rural District Council joined the COE process, the council had no female managers. The Gender Focal Person and 3 other female managers now hold decision-making positions in council. A number of councils now have women CEOs, Town Clerks and Town Secretaries. For example the former GFP of the City of Harare Josephine Ncube is now Acting Town Clerk for the capital city.

Gender responsive governance

Country	COE baseline score	COE score 2015	Variance
Botswana	41%	77%	36%
Mauritius	61%	80%	19%
South Africa	66%	71%	5%
Lesotho	44%	63%	19%
Namibia	44%	55%	11%
Madagascar	58%	68%	10%
Zambia	59%	68%	9%
Zimbabwe	54%	64%	10%
Mozambique	52%	59%	7%
Swaziland	58%	57%	-1%
Average	54%	66%	13%

GL uses the Gender Score Card (GSC) comprising 25 questions on gender in councils to measure the degree of responsiveness to gender issues. Councils score themselves. The score is verified by an independent panel of judges at summits. The score card has been administered annually since 2012, and disaggregated by council and score for the benefit of the councils.

At 66% average, the GSC regional average improved by four percentage points from last year's average of nine points and 13 percentage points higher than the baseline year (2012). Mauritius had the highest average score (80%) while Botswana made the most progress (an increase of 36 percentage points). Swaziland and Namibia had the lowest average scores. Although there was some fluctuation in scores

in 2015, the overall trend is positive, except in Swaziland, where GL has encountered political challenges in taking the programme forward; their scores however improved from 2014 by two percentage points. Overall, the emerging evidence of strengthened gender mainstreaming in councils is based on the following:

- Improvement at council level in conceptualising gender mainstreaming as a core part of service delivery.
- Self-reflection on councils on the potential, the challenges and lessons from the COE process.
- Change at the community level through personal accounts of community members who have embraced gender equality as a social justice cause.
- New voices that count in the gender equality agenda through the personal accounts of women in politics making a difference in their localities and beyond.
- Concerted efforts by the councils to embrace gender equality as a development agenda through planning, policies and projects.
- Affirmation of the COE process as a model of capacity building from the ground up that links with day to day needs of communities in different localities.
- Partnership strengthening through emulation of the scorecard as an effective tool for measuring progress.
- Increased access to justice and resources by community members for GBV justice and GBV information.

“Through Gender Links training, the way Mandlakazi leadership, staff the community approach gender issues has changed. As the Mayor I improved my planning and increased my understanding on the intersection between gender and local government. The change in my life has influenced transformation in people surrounding me, those whom I work with and attitudinal changes within my community. Though, I still face some challenges in moving the gender agender forward. We need to join efforts to fight the barriers that are embeded within the cultural system were we live. I will continue working with my community and through my party to push the agenda forward especially the adopcion of quotas at party level.” *Maria Helena Langa - Mandlakazi Mayor, Mozambique*



Maria Helena Langa - Mandlakazi Mayor, Mozambique.

Photo: Alice Banze

Gender responsive budgeting

Country	Gender specific allocation	Gender in mainstream projects	In-kind contributions	Amount raised	Totals
Botswana	R921 864	R11 819 637	R718 728	R137 533	R13 597 762
Lesotho	R170 400	R3 114 176	R391 000	R61 685	R3 737 261
Madagascar	R413 958	R343 754	R338 921	R373 360	R1 469 993
Mauritius	R244 253	R683 599	R1 711 729	R1 033 160	R3 672 741
Mozambique	R727 558	R560 005	R32	R0	R1 287 595
Namibia	R1 353 070	R8 910 000	R164 342	R2 500	R10 429 912
South Africa	R1 058 750	R150 000	R10 000	R0	R1 218 750
Swaziland	R264 000	R7 229 220	R540 900	R700 000	R8 734 120
Zambia	R3 396 315	R7 395 134	R1 083 722	R593 257	R12 468 428
Zimbabwe	R3 298 206	R17 242 254	R975 907	R1 742 709	R23 259 076
Total	R11 848 374	R57 447 779	R5 935 281	R4 644 204	R79 875 638

In 2015, the verification that accompanied District Summits showed that COEs allocated R79 875 638 towards gender mainstreaming, 71.2% of contributions towards the roll out of gender mainstreaming and specific projects within the councils! This is a powerful indicator of gender responsive budgeting, as well as the increased ownership by Councils of the process. The figures were supported by tremendous volumes of photos, videos, testimonials, campaigning materials, activity reports, and more, demonstrating the impact this budget was having within the council. An important finding is that the degree of contribution

is not directly correlated to the socio-economic circumstances of the countries concerned. Zimbabwe led the way, followed by Zambia, Botswana and South Africa.

In 2015, GL gave an award at the SADC Protocol@ Work summits for the council that had been most resourceful in implementing its gender action plan. Polokwane in South Africa scooped the award both for the best performing urban, and most resourceful COE in South Africa:

Winning the most resourceful council prize

"I am still trying to absorb the shock and excitement of my council being awarded the Most Resourceful Council, as well as the Best Performing Urban COE council at the South Africa National Summit. My name is Jeannette Raseluma and I am the Gender Focal Person at Polokwane Local Municipality in Limpopo. I am responsible for driving the Gender, Disability, Youth & HIV/AIDS Portfolio. Our council joined the COE process with Gender Links in 2012. We joined the process because Capricorn District Municipality, which is our overarching council, had joined the COE process in 2010 and we were seeing the great impact working with GL had on their council overall.

When we joined the process in 2012, we had limited knowledge of what gender mainstreaming entailed. I recall at the inception workshop GL talked about gender budgeting. The concept of gender mainstreaming and gender budgeting was rather foreign, so when the council had to tabulate and revise their Integrated Development Plan (IDP) for July 2012 it was too late to argue for budget re-allocations. However my unit colleagues and I were determined that we would push for a strong change in the 2013 budget the following year.

Gender Links was instrumental in providing guidance in developing our business case for why it was important for the council to devise a gender responsive budget to implement projects effectively. I attended the first Training of Trainers hosted by GL in 2013. This training session really opened up my eyes as I was able to network with GFP's from various councils and provinces.

Advocating for gender mainstreaming within my council to be taken seriously as well as developing a gender responsive budget had many challenges. The former speaker and Gender Champion driving the Social Development Unit was relegated to a lower position within the Executive Management in the council. The various departments did not understand



Jeanette Raseluma receiving her award for Polokwane Municipality at the South Africa National Summit 2015.
Photo: Thandokuhle Dlamini

gender mainstreaming, so it became very important to actually indicate to them why this was important. For example, 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.

The procurement unit, with the help of my unit, Department of Treasury and guidance from Gender Links started thinking of developing the preferred supplier database, including potential women suppliers. This was a major milestone and good achievement for our council. When GL undertook the verification exercise in 2015, I felt a sense of accomplishment. I was able to see that the council has been making an effort to ensure that gender budgeting is prioritised. I was so proud of the municipality when we were awarded the Most Resourceful COE council and also the Overall Best Urban COE. This was the cherry on the cake: re-affirming, and making me realise that the council can still do more and grow even further." *Excerpt from Polokwane Municipality, external evaluation by the UN WOMEN Fund for Gender Equality*

Risk analysis

Risks	Rating	Mitigation
External - National		
Political risks		
Elections and staff turnover within councils - New local government councillors in the councils worked with resulting in lack of buy-in and support by politicians and council administration for process. Councils might not view gender mainstreaming as an issue for their particular council and would choose not to become part of the COE process.	Medium	GL is working in partnership with the Ministries of Gender, Gender machinery with countries and local government associations for high level political buy in. GL will use the current MOUs with the councils to show new councillors the importance of the process to their government and effective transformative gender responsive governance aimed at empowering women and ending violence.
Local Government - Lack of implementation. Internal politics within ministries have in some cases affected Gender Link's access to councils and communities. Though the work has continued, in some countries like Mauritius and Namibia, Memorandum of Understanding (MOUs) are yet to be signed with Ministries and other government departments to enable easier access to and increased confidence to work with councils and communities.	Low	Use the decentralisation process to incorporate gender into council activities. All the councils have bought into and completed the COE process. However, councils may lack the necessary resources to cost their GBV action plans so that they can implement agreed objectives and achieve set targets. This is a risk as most councils plan a year ahead on actions and projects they intend to implement.
Social Risks		
Patriarchy and unwillingness to change perceptions on ending GBV and promoting women's rights within councils and communities.	Medium	Employ social worker skills in difficult situations and have individualised approaches when collecting monitoring and evaluation data and documentation.
Economic risks		
IT - Electricity supply, bandwidth and data costs may hamper the development of online communities and envisioned to strengthen in 2016 onwards. Electricity regulation could affect the smooth implementation of the IT related aspects of this training which relies on providing internet skills.	Medium	GL have links with mobile phone companies and they will be encouraged to make in-kind contribution to the programme. GL will also engage local internet café owners and bring them on board as part of the public participation/ community mobilisation aspect to ensure that their internet cafes can be used for the training.
Internal - Gender Links		
Financial constraints - High costs of the COE process including convening summits.	High	Increase fundraising. GL is also exploring a range of Value for Money cascading strategies with the organisations and on how the COE process is rolled out in councils to ensure cost effective and collaborative interventions.
Inadequate staffing of GL office - personnel changes and possible capacity constraints.	Low	GL staff specifically responsible for South Africa projects and activities are currently limited due to funding constraints. These are normal organisational challenges that will be mitigated through good HR planning and budgeting; knowledge management; data storage and retrieval. GL will also work off strategic partnerships and joint ventures with other NGOs and CBOs.

Next steps

Following the completion of the ten stages in 432 councils, GL is at an important crossroads. The model itself may need to be reviewed in some cases.

Each of the ten stages of the COE is important, but the stages can become cumbersome for small councils. GL has become adept at being flexible, and combining steps in some instances. For example, stage six, following the development of an action plan, involves signing a statement of commitment. This is often best done at the summits, as these are large public forums. So stage six might follow stage ten (summit) rather than stage five (action plan). Otherwise GL found all the stages of the COE and entrepreneurship training to be valuable, especially after GL revised the latter to include a third stage - backstopping and support - in the second year of the project.

In the latter half of 2016, GL will work with gender focal persons in each country to revisit all the COE gender and GBV action plans and realign these to the post 2015 SADC Gender Protocol that is being updated to incorporate the SDGs. GL and the councils will revisit the council gender score card and establish new post 2015 baselines. GL is in discussion with UNWOMEN about an externally verified standard for being and sustaining COE status to ensure that councils maintain and constantly seek to improve this standard.

In countries where GL has reached half or less than half the councils (such as Mozambique, South Africa and Madagascar) there is a need to continue extending the programme. In other countries where GL has reached half or more than half the councils, there is need to consolidate the gains made. The table illustrates the key strategies to be adopted in each country, including the possibility of venturing into DRC and Malawi, which had its first local government elections in many decades two years ago.



Gweru Council staff verifying some projects during the COE verification, Gweru City Council in Zimbabwe.

Photo: Fanuel Hadzizi

Devising new strategies for strengthening the programme

GLs Emerging Cascading Models for Local Government COE work							
Country	% Councils joined COEs	Training GFPs and GCs	Working Government/Local Govt Associations	Twinning and hubs	GBV Indicators	Working through strategic partnerships	Strategy for scaling up and strengthening work in next five years
Small countries/ population, all councils covered; need backstopping							
Botswana	100%	X	X	X	To commence through Ministry of Gender from 2015/2016	Botswana Association for Local Government Authorities (BALA); - Working in partnership with BALA to roll out programme. - Hub regional gender forum.	- Setting up regional gender forums; twinning arrangements; backstopping existing COEs through COE Lite meetings/ workshops to review action plans and ensure relevance and that they are comprehensive. Strengthen existing COEs with COE Lite meetings to review action plans and ensure they are comprehensive and cover all issues.
Lesotho	67%	X	X	-	X	Ministry of Gender, Women in Law in Southern Africa - Lesotho Chapter (WLSA-Lesotho); -Working with Principal Gender District Officers (PGDOs) from the Ministry in project implementation.	
Mauritius	62%	X	X	X	X	Mauritius Media Watch Organisation (MWO); Village level workshops in groups.	Strengthening existing councils through COE Lite workshops to review action plans; link up with women's associations and improve relationship with Gender Ministry.
Swaziland	100%	X	X	-	X	Coordinating Assembly for Non-Governmental Organizations (CANGO); Working with Gender Focal Points from Tinkhundlas.	Work with AMICAALL to strengthen existing COEs and roll out to Tinkhundlas.
About half the councils covered, scope to expand, but also consolidate							
Zambia	60%	X	X	-	X	WLSA-Zambia; GL Zambia Manager, Staff; Ministry of Gender and Child Development (MGCD); Local Government Association of Zambia (LGAZ); Working in partnership with LGAZ to roll out programme.	- Setting up regional gender forums; twinning arrangements; backstopping existing COEs through COE Lite meetings/ workshops to review action plans and ensure relevance and that they are comprehensive.
Namibia	55%	X	X	X	X	Works with the Association for Local Authorities Officers (NALAO); Association for Local Authorities in Namibia (ALAN); Namibia Alliance of Mayors and Municipal Leaders on HIV/AIDS in Africa (AMICAALL) to roll out COE programme and engage in gender mainstreaming and equality strategic planning and implementation of projects.	- Setting up regional gender forums; twinning arrangements; backstopping existing COEs through COE Lite meetings/ workshops to review action plans and ensure relevance and that they are comprehensive.

Country	% Councils joined COEs	Training GFPs and GCs	Working Government/Local Gvt Associations	Twinning and hubs	GBV Indicators	Working through strategic partnerships	Strategy for scaling up and strengthening work in next five years
Zimbabwe	48%	X	X	X	X	Ministry of Local Government; Zimbabwe Local Government Association (ZILGA), Women's Coalition of Zimbabwe; Leveraging off high level buy-in from the Ministry and Local Government Association.	-Strengthen work with GFPs and GCs who have been trained in COE through ToTs. -Strengthened partnerships in 2015 will keep COE roll out moving effectively.
Huge countries, low coverage, need new approaches to breadth and depth							
Madagascar	56%	X	X	X	-	Association of Gender Sensitive Elected (AGSE); Fédération pour la Promotion Féminine et Enfantine (FPFE) - GL Alliance Partner; Ministry of Population, Social Protection, and Women Promotion; GL works with the Ministry of Population and Social Affairs rolled out to four councils. - Work with other CSOs to implement e.g AESG, SAHA.	Adopt Hubs and Spokes strategy where older and established COEs adopt new COEs and roll out and shadow programme, Strengthen COEs through Regional Gender Forum.
Mozambique	44%	X	X	X	X	Forum Mulher; Mozambique National Government Association (ANAM); Network of Women Councillors; Ministry of Women and Social Affairs and key ministries. Work through GFPs and GCs in councils.	Forge stronger relations with Ministry of Local Government.
South Africa	7%	X	X	-	X	South Africa Women in Development (SAWID), South Africa Local Government Association (SALGA); Been working on formalising a partnership with SALGA and SAWID.	Partnerships must be formalised to increase delivery.
Prospective new countries 2016 onwards							
Malawi	New; previously worked through Alliance partner in lobbying and advocacy for women's rights.				-	The NGO Gender Co-ordination Network (NGOGCN); Through partnerships to advocate and lobby on gender issues.	Pilot COE, GBV Indicators Research.
DRC	New; previously worked through Alliance partner in lobbying and advocacy for women's rights.				-	L'Union Congolaise des Femmes des Médias UCOFEM (UCOFEM) - advocate and lobby on gender issues.	Pilot COE, GBV Indicators Research.



Ntombi Setshwaelo - Board member



Magdeline Madibela - Board member

BOTSWANA

15 years of service

- 2008 At the Coal Face Study completed.
- 2012 GBV Indicators Study completed.
- 31 Local Government COEs completed the 10 staged COE process.
- 7 Media COEs.
- 2013 Launch of Botswana Gender Media Policy.
- 2011 to 2015 Botswana Barometers produced annually.
- National Summits held annually since 2012.
- 3 editions of Botswana "I" stories published.
- Entrepreneurship project has reached 15 councils to date.
- **Key partners:** Botswana Association of Local Authorities, Gender Affairs Department, BOCONGO, UNFPA, UB Media Studies, Press Council Botswana, Friedrich Ebert Stiftung, American Embassy, SADC Gender Unit, SADCNGO and Ministry of Local Government and rural development, European Union.



Gomolemo Rasesigo - Country Manager



Keletso Metsing - Programme and Finance Officer

In 2008, Gender Links opened a satellite office in Botswana's capital city Gaborone, to cascade its regional programmes and to be strategically positioned close to the headquarters of SADC. The office was officially registered in 2009 and currently has two full time employees, a country manager and finance and administration officer; and an intern. The mandate of the office includes strengthening GL profile in Botswana, providing national programme support in the areas of Gender and Media, Governance, and Justice at a local level and the efficient implementation of planned activities.

Key achievements

Local Government COE

- GL Botswana successfully secured funding from the European Union Delegation in Botswana for an 18 months contract to strengthen the local government COE work and cascade the entrepreneurship project.
- Botswana Office maintained its good standing with UNFPA and was funded for 2015 gender work.
- 31 out of the 32 COEs in Botswana have developed and are implementing gender and GBV action plan. This is from the 27 in 2014. One council remains to compile and adopt its plan being Charles Hill Sub District Council.

Entrepreneurship and Life Skills Training for GBV survivors

- In 2015, GL completed the Entrepreneurship and Life Skills project for 92 women GBV survivors in 10 COEs. An impact assessment was conducted of the programme.
- Businesses of selected beneficiaries were visited during the review and family members were interviewed regarding changes they saw in the women since joining the project, to inform the comprehensive documentation of the project.
- GL Botswana cascaded the project to 100 more women with funding secured from the EU.

- GL Botswana produced, published, launched and distributed the third edition of the Ministry of Gender funded "I" Story booklet.
- GL collected 94 "I" stories in 2015 in the 5 districts Gender Links worked with, South East, Letlhakeng, Boteti, North East and Moshupa. The booklet is used as an advocacy tool for government to put GBV as one of the priority areas of the country through realisation of the magnitude and the impact of GBV on women and children. Each of the stories collected has been edited and published and the 3rd edition of the "I" stories was shared with stakeholders during the 16 days campaign in 2015.

Protocol@Work Summit facts

- The two district summits attracted over **105** participants in total with **22** COEs taking part.
- **17** councils presented case studies of their institutional work on gender mainstreaming.
- The national summit brought together **152** participants, **44** men and **108** women from local government institutions, media, government and civil society organisations
- **68** entries were made by **58** women and **10** men, in **16** different categories.
- **19** local councils were represented, amongst them mayors, councillors, council secretaries and officials.
- The national summit was attended by the Minister of Labour and Home Affairs, Deputy Minister of Local Government and Rural Development, The speaker of the National Assembly, the Head of Media Studies at the University of Botswana, the WHO Representative among thought leaders
- The regional summit brought together 12 SADC countries and over 300 participants.
- Various media houses covered the event including Mmegi, The Voice, Daily News and Botswana TV.

Protocol@Work Summits

- In 2015 Summits, Councils contributed towards the district, national and regional summit. by sponsoring for transport and accommodation for their participants.
- The SADC Gender Protocol national summit attracted over 152 participants and 48 entries under various categories such as climate change, GBV and Women's rights. This platform was used to show case and share best practices in promoting gender equality.
- Emerging Entrepreneurs also shared their business plans and achievements as best practices at the national and regional summits. Emerging entrepreneurs both from Chobe took the first position for start-up business and existing business categories at the regional summit awards.
- Botswana office raised funds locally for the national summit and regional summit from the Department of Gender Affairs.

In 2015 for the first time GL held the SADC Protocol@Work summit outside Johannesburg in Botswana, ahead of the SADC Heads of State summit. It was an honour for GL Botswana to host this epic event. The office had to ensure that the event was a success and at the same time continue with programme implementation. The event was a success and it increased confidence of local partners on the ability of GL to deliver as expected!

Sixteen Days of Activism

- GL Botswana took part in the National launch of the 16 days held in Tlokweng and attended the Lobatse 16 Days campaign, which targeted footballers. GL Botswana also took part on the launch of the *He for She* Campaign organised by the International Working Group (IWG) on Women in Sports.
- 10 councils conducted their own 16 days of activism against GBV on women and children activities and some conducted campaigns collaboratively with Gender Links. GL Botswana attended and supported council's campaigns and activities.

National study on GBV

At the end of 2015 Gender Links had submitted a tender to conduct consultancy work on the National GBV study in Botswana and currently are in the process of finalising agreements.

GBV Training Workshop for Politicians and GFPs

In efforts to intensify GBV campaigns in Botswana a training was held with 43 councillors and gender focal persons from 25 Councils. This training was essential for new councillors after the local and national elections in 2014 and therefore needed induction and leadership training on gender responsive decision making and governance and strategies for ending GBV. The GBV Indicators study results were presented to the participants including the National GBV strategy on ending GBV by 2020. The councils were encouraged to align their GBV action plans to the National strategy.

Alliance

The launch of the 2015 barometer took place at Tlotlo Hotel and Conference centre and was commissioned by the Minister of Labour and Home Affairs during the 2015 National Summit. Strategic meetings were held in collaboration with

the Alliance as part of lobbying for collaboration in the regional summit and lobby for Botswana to sign and ratify the SADC Protocol. An alliance consultative meeting held after the national summit aimed at collating contributions from the gender movement on the post 2015 agenda.

Media

In the third quarter of 2015 GL conducted a workshop for media houses on gender sensitive reporting. Ten print and electronic media houses articles, 15 radio programmes and one television article formed part of the 2015 Gender and Media Progress Study.

Key Challenges

- Most local councils do not have funds that are deliberately earmarked for gender mainstreaming. Those that are able to carry forwards their gender plans do so by using budgeted funds for other activities. As a result, most councils fail to cost and effectively implement their gender and GBV action plans.
- Trained Gender Focal persons transfer from time to time and often times when they get to the different areas they do not become active.
- The media policy has not started being fully implemented by media houses which GL has MOUs with.
- Media COEs do not own the process and some GFPs are transferred to other media houses which are not part of the COE process.
- There are few funding opportunities within Botswana which is classed as a middle income country. This hinders some of the GL programs to take off as envisioned such as the entrepreneurship training.

Key priorities for 2016

- Intensify local and international fundraising as current funding soon ends.
- Promote sustainability of all COEs to reduce dependence on Gender Links.
- Establish foci of responsibility to roll out the strengthening of COEs. Conduct backstopping workshops (update council action plans and facilitate councils to budget for them and lobby for government funding).
- Disseminate the pilot entrepreneurship and life skills project impact assessment results and lobby for improved women's empowerment initiatives for ending violence.
- Complete phases two and three of the EU funded entrepreneurship training in 5 councils and seek mentorship for emerging entrepreneurs.
- Publish repeat "I" stories for Botswana.
- Strengthen media COE work through the implementation of the gender media policy.
- Conduct district and national summits successfully and in collaboration with the government and private sector.
- Educate Batswana on the new protocol document upon signing.
- Strengthen relationships with organisations in the Alliance nationally and internationally.
- Train newly elected gender champions and women commissioners on gender based violence.





Rethabile Pholo - Board member



Manteboheleng Mabetha - Country Manager



Ntolo Lekau - Program Officer

15 years of service

- Gender on the local government agenda advanced through 50 Centres of Excellence for Gender in Local Government. Fifty of the 75 local authorities in Lesotho (67%) are COEs actively advancing gender equality, women's rights and working towards empowering women and ending violence.
- 917 484 citizens, about 50% of the population were reached through 50 Centres of Excellence for Gender in Local government.
- Gender on the media agenda through 9 Centres of Excellence for Gender in the Media.
- GBV Baseline study conducted, completed and report launched.
- A National Action Plan to End Gender Violence drafted.
- **Key partners:** Ministry of Gender and Youth, Sports and Recreation (MGYSR), Ministry of Local Government and Chieftainship, Women in Law Southern Africa (WLSA), EU, UNFPA, UNDP, Irish Aid, Lesotho Council of NGOs.

Gender Links Lesotho registered as a local NGO in February 2011. The office has established partnerships with:

- **Government Ministries:** The core ministries that GL Lesotho works with are the Ministry of Gender and Youth, Sports and Recreation (MGYSR) and the Ministry of Local Government. Both Ministries have been involved in both the COE and the Entrepreneurship programmes. GL has successfully drawn up gender action plans with 50 local government councils, through an MOU with the MGYSR that is implemented through the Principal District Gender Officers (PDGOs); who co-facilitate the roll out of the COE process in all 10 districts of the country. GL Lesotho has trained district gender officers and council gender focal persons to assist in rolling out the COE's to all the 75 councils of Lesotho.
- **Civil Society organisations and faith based organisations:** GL Lesotho is a registered member of the Lesotho Council of Non-Governmental Organisations (LCN). Through its annual national summit GL Lesotho brings together all these organisations to show case their work that is alligned to the SADC Protocol.
- **Alliance networks:** GL Lesotho works closely with the focal alliance network in Lesotho represented by Women in Law in Southern Africa (WLSA).
- **Local Councils:** GL Lesotho has so far worked with 50 COE local councils in implementing the COE programme. These councils have developed gender action plans that include a comprehensive local GBV action plan.

Key achievements

Centres of Excellence for Gender in Local Government: 50 councils have adopted gender action plan and are implementing them. These cover a population of 917 484; approximately half the population of 1,800 000. The COEs include the capital city, Maseru. COEs cover 10 Urban

councils and 40 rural councils in all ten districts of the country. 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. Councils are now contributing an equivalent of M 600,000 annually into gender work as a result of the COE work.

Violence Against Women Baseline Study: GL Lesotho successfully launched the first comprehensive Violence Against Women Baseline Study, conducted by Gender Links working with the Ministry of Gender and the Bureau of Statistics. In 2015 Gender Links Lesotho launched the Gender Based Violence Indicators study report. This study commenced in 2013 with the assistance of the Ministry of Gender and Youth, Sports and Recreation and Bureau of Statistics. The report was launched by the Principal Secretary from the Ministry of Gender and Youth, Sports and Recreation, Dr Majara Jonathan Molapo. In attendance were 40 people comprising representatives from the Ministry of Gender, representatives from Lesotho Bureau of Statistics (BOS), civil society organisations, representatives from development partners and the media.

The study revealed that about 86% of women in Lesotho have experienced some form of violence at least once in their lifetime and 41% men admit to having perpetrated GBV. This percentage is very high in a country that is signatory to and has ratified the Southern African Development Community (SADC) Protocol on Gender and Development adopted by Heads of State in August 2008. The protocol has specific targets for ending GBV by 2030. 2015 has come and pass but the levels of GBV in Lesotho are so high they are nowhere close to being reduced even by half.

GL followed the launch of the report was then followed by a two and half day intensive workshop to review the **National Action Plan to end GBV (NAP)** and to develop a national strategic communication plan. The review of the NAP is very important for Lesotho to reduce these high levels of GBV craft an integral strategy for localising and ending GBV.

Ending violence, empowering women: GL Lesotho completed the pilot phase of the entrepreneurship training for survivors of gender violence linked to the gender action plans of Councils. The project was completed and evaluated. This next phase of the COE process seeks to strengthen the achievement gained in councils in promoting gender equality, mainstreaming, empowering women and ending violence.

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.

Lesotho has hosted to two successful District level Summits. Thirty six (36) of the fifty (50) councils that formed part of the COE process in 2015 became part of these two DLS, with 10 urban councils and 26 rural councils. Eight of those councils proceeded to the National summit and two of them represented the country at the regional summit.

Protocol@Work Summit facts

- 120 participants - 77 Female, 43 male.
- 76 entries - 55 women and 21 men, from 10 categories.
- 5 males and 11 women runners up.
- 11 female and 6 male winners.
- 31 organisations represented.
- 8 councils represented.
- 2 faith based organisations represented.
- 9 media houses represented.
- 2 government ministries represented.
- 0 members of parliament represented.
- 2 donors represented.

The national Gender Justice and Local Government Summits received seventy six (76) entries. These entries were called in from all the ten districts of the country, from local to national levels. These covered good practices from different categories, Local government COEs, Economic Justice and Education, SRH and HIV and AIDS, Gender Based Violence, Climate Change, Leadership, Gender Champion, FBO, 50/50, Media COE, Media - Print, Media - TV, Media - Radio.

130 women have completed the three phased life skills and entrepreneurship programme in ten councils. Twenty shared

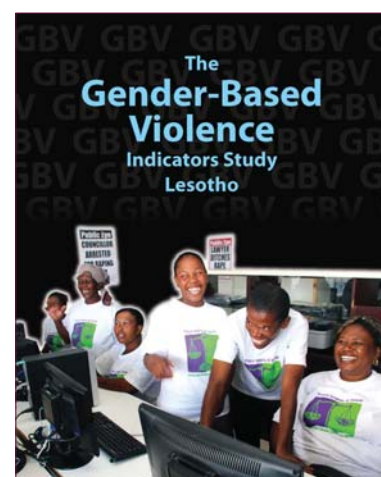
their business plans at the 2015 Lesotho National summit in June 2015.

Key challenges

- There is no MOU between GL and the Ministry of Local Government and Chieftainship and this often hampers the COE roll out and strengthening especially where there is need for Central Government to intervene.
- Councils do not have budgets dedicated for gender activities, the Ministry dictates council budgets, and therefore progress to mainstream gender into their activities becomes slow.
- The Ministry of Communication has not been able to move despite all efforts because of political challenges that continue to affect the highest authority in the Ministry (Ministers office and Principal Secretary's office) that is expected to sign the Memorandum of Understanding and give a go ahead to the implementation of the media project.
- Many of the media houses (particularly newspapers) are very busy with their work that they often give little time and poor commitment to the COE initiative.
- The lack of commitment and poor post training support from many councils with the entrepreneurship programme was very disappointing as councils are expected to link the programme to local economic development.

Key priorities for 2016

- **Advancing the 50/50 Campaign in the face of 2016 local elections** - With the local government elections coming up in 2016, GL Lesotho will conduct 50/50 campaigns to ensure that women get represented.
- **Women in Local Government** - GL Lesotho will convene a meeting with all localities so that best practices can be shared for strengthening the implementation of Gender Action Plan and Gender Based Violence Action Plans leading to concrete projects for the 2016 Summit and beyond.
- **Local Action to end GBV through cascading the entrepreneurship project** - The next phase of the COE process is to work in 50 councils of Lesotho that involves the full COE process with Gender Action Plans and GBV action plans to develop comprehensive and costed actions to end GBV through specific Local Economic Development projects. Documented evidence of change such as personal accounts "I" stories, will form part of the monitoring exercise. The programme will make linkages to microfinance institutions and business opportunities. The Ministry of Gender is intending to partner with GL to take the process forward.
- **GBV indicators** - The National Action Plan to End GBV will be used to draw local GBV plans for the councils. The findings of the study will help councils and policy makers develop tangible interventions on reducing GBV.





Ialfine PAPISY - Director of Francophone Office



MAIDAGASCAR

15 years of service

- Women's movement strengthened through the Southern African Gender Protocol Alliance that tracks progress through an annual barometer since 2012.
- Centres of Excellence for Gender in Local Government rolled out in 67 local authorities.
- Gender on the media agenda cascaded in six Centres of Excellence in the Media, including two public broadcasters, one Centre of Excellence for Gender in the Media Education.
- 632 trainings, research, strategy and action planning workshops held to promote gender equality.
- 5 900 direct beneficiaries reached, 41% men, 59% women.
- 4, 863, 344 citizens or 20% of Malagasy population reached through 67 Centres of excellence in local government.
- 1 162 contacts on the GL list serve, 68% women and 32% men.
- 819 likes on Facebook.
- **Key partners:** Ministère de la population, de la protection sociale et de la promotion de la femme, Ministère de l'artisanat, de la culture et des patrimoines, Union européenne, Union africaine, UNESCO, UNFPA, UNDP, EISA, Association des élus sensible au genre (AESG), Conseil national des femmes de Madagascar (CNFM), Centre de presse Malagasy (CPM), Département interdisciplinaire de formation professionnelle (DIFP), Université d'Antananarivo.



Claudia RAKOTONIRINA - Programme Officer



Zotonantenaina RAZANADRATEFA - Finance and Admin Officer

GL Madagascar has been registered since 2011. GL Madagascar Office implements the Governance, Entrepreneurship and Media programmes and actively participates in the Alliance Network in Madagascar led by the Federation for Promotion of Women and Children (FPFE). For the last two years GL Madagascar has also served as GL's Francophone base.

Madagascar is divided into 1695 councils, 119 districts, 22 regions and 6 provinces. In 2011, 15 councils signed MOUs with GL Madagascar and formed part of Centres of Excellence (COE) process. This trend has been sustained and continued with the 67 local authorities that are now COEs for gender mainstreaming.

Strategic partnerships have been developed with organizations who share the same visions as GL including the Association of the Gender Sensitive Elected (AESG), CNFM and United Nations Agencies as detailed in fact file above. Since 2012, GL Madagascar has developed strong partnerships with UNFPA and UNDP. UNFPA through the Ministry of Population and Social Affairs funded 4 councils. UNDP funded 16 councils through their elections programme. In March 2013, GL Madagascar office was granted EU funds for promoting women in leadership and political decision making as part of the COE project roll out in the regions of Diana, Melaky, Androy and Anosy. To date, 67 councils are part of the COE process and all have action plans for localising the SADC Gender Protocol Agenda.

Key achievements

Centres of Excellence in Gender Mainstreaming: In 2015, Madagascar focused on the project "Women and Local Elections", funded by the European Union. This project aimed to extend the COE process to 16 more councils within

four regions of Madagascar: Anosy, Androy, Melaky and Diana regions. The project will be completed in the first quarter of 2016.

Women in politics: Madagascar held local elections on 31 July 2015. Before the elections, GL led capacity building of women candidates as mayors and councillors under stage 7 and 8 of the COE process, in order to prepare women to face challenges of the elections. After the elections, GL focused on capacity building of elected women mayors and councillors. The training workshops aimed at supporting the elected women mayors and councillors in mainstreaming gender in the management of the council so that they effect actual change within their localities. In total, GL trained 524 women in the four regions of intervention.

Entrepreneurship Project: Ten councils, and 183 participants, have benefited from the Entrepreneurship project in Madagascar. The impact assessment of the project showed that 96% of the beneficiaries completed a business plan, 80% followed through on the plan, 98% added new products and 95% found new markets. The average income per month of the beneficiaries increased by 66%.

Media Centres of Excellence Project: GL's programmes came together during the the 2015 Sixteen Days of Activism, with TVM, RNM, Group Evitras, Group Express, and Group SNIC undertaking training on coverage of GBV. Journalists reported on 16 Days Activities in four COEs for Gender Mainstreaming including Manjakandriana, Bongatsara, Mahajanga and Moramanga. Media productions focused on gender and education, one of the main themes of the Sixteen days.

Protocol@Work Summit facts

- 148 participants - 103 women and 45 men.
- 121 entries, from 89 women and 32 men, from 13 categories.
- 12 women and 3 men runner up.
- 11 women and 7 men winners.
- 69 organisations represented.
- 14 councils represented.
- 3 media houses represented.
- 6 government entities represented.

National Gender Protocol at Work Summit

The fourth Madagascar SADC Gender Protocol at Work Summit took place from 17 to 18 June 2015 at Hotel Colbert, Antananarivo. 148 participants attended: 103 women and 45 men. The Ministry of Population, Social Protection and Promotion of Women recognised the summit as a great learning platform for sharing good practices on gender mainstreaming.

High level delegates from government ministries, NGOs, the media, technical and financial partners attended the summit. The event gathered a total number of 155 participants during the official opening, including presenters, officials, judges, partners, donors and GL staff. The national summit saw the active participation of the media both in the coverage of the event or the participation of journalists in the competition. More than 40 journalists submitted their good practices and 16 were shortlisted to present at the national

summit. 32 trophies and certificates were offered to 18 winners and 15 runners up during the gala dinner ceremony. Winners include 11 women and seven men while runners up count three men and 12 women in the 13 categories.

Seven winners from the national summit failed to attend the regional summit in Botswana in May 2015 due to late issuing of visas. GL organised for the winners to go on a study visit to Mauritius and facilitated shared learning on localised gender responsive governance, gender equality, women's economic empowerment and gender sensitive media reporting. The Malagasy delegation comprised two emerging entrepreneurs, one mayor, and two representatives of media houses. During the visit, the delegation visited two councils, the Mauritius Broadcasting Corporation (MBC) and attended various meetings and workshops organised for the 16 Days of Activism by GL Mauritius. The two other winners of the national summit were invited to attend exchange and training meetings in Johannesburg and Geneva.

Key challenges

- Change of mayors and councillors within the COEs GL works in changes after the 31 July 2015 local elections.
- The complexity of fundraising remains a huge challenge especially for local funding.
- Low education levels for beneficiaries in the entrepreneurship project is a challenge for the effectiveness of the trainings as some beneficiaries find it difficult to understand basic business concepts and develop business plans.
- Funding uncertainties.

No pain, no gain: Fundraising was a central agenda in the Gender Links (GL) Madagascar office in 2015. We applied for two main projects, namely "Empowerment of women survivors of Gender based violence (GBV)" for an amount of €200 000 submitted to the European Union and another entitled "Deepening Women's Economic and Political Rights: Extending Centres of Excellence to 12 more councils" proposed to the United Nations Fund for Gender Equality (UNFGE), for an amount of USD 350 000. As usual, donor procedures are very strict and GL Madagascar underwent rigorous selection procedures including passing the concept stage, demonstrating structural and systemic capacity to manage the project, and finally developing the detailed project budgets. Both projects were selected for the first stage despite many competitors. Unfortunately, GL Madagascar did not make it through to the second round, despite strong performance. For example GL Madagascar was among the 62 semi-finalists out of 1386 applicants for the FGE. GL Madagascar is on the waiting list of the UNFGE and received a recommendation letter. Despite these disappointments, The GL Madagascar team did not give up and looked for other funding opportunities such as the United Nations Democracy Fund - UNDEF for strengthening "Gender responsive local government in Madagascar."

Key priorities for 2016

- Increase and prioritise fundraising initiatives and aim to secure funds for programme enhancement in 2016 and onwards. Encourage donations and in-kind support from country COEs and partners.
- Implement and complete the European Union project, "Women and Local Elections" including facilitating the Women in Politics trainings.
- Strengthen and cascade the Local Government Centres of Excellence project through the "hub and spoke" approach and other strategic methodologies.
- Strengthen work and achievements in older councils.
- Cascade and strengthen the next phase of the Entrepreneurship and Life Skills project.



Malagasy delegation visiting the MBC Mauritius.

Photo: Claudia Rakotonirina



Loga Virahsawmy - Board member



Marie-Annick Savripène - Francophone editor

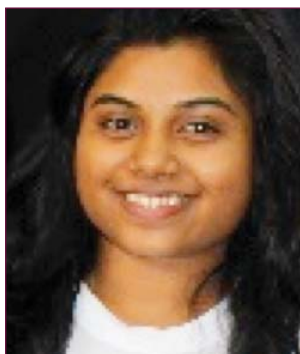
MAURITIUS

15 years of service

- Lobbying for a quota for women in local government that resulted in an increase in women's representation from 6% to 24% in 2012.
- Ground breaking research War@Home.
- COE in 12 councils and action plans in 78 villages.
- Empowering 300 women and their families to be economically independent.
- COE in four media houses.
- Advocacy and training in private companies, schools and universities.
- Training women for political participation.
- Mauritius Qualification Authority approved GL Training Academy.
- **Key partners:** Decentralised Co-operation Programme, LUX*, Young Queer Alliance, European Union, Australian High Commission and United States Embassy, Ministry of Gender Equality, Child Development and Family welfare AILES, LEAD, P&P link, PILS, Media Watch Organisation.



Anushka Virahsawmy - Country Manager



Sheistah Bundhoo - Programme Officer

The GL Mauritius office dates back to September 2008. It focuses on three main areas of work: gender and governance; gender and the media and gender justice. GL Mauritius' main partner is Media Watch Organisation, which is also the focal network of the SADC Protocol Alliance. The office gets support from different stakeholders including ministries and embassies for workshops and events.

Key Achievements

Entrepreneurship training: During 2014, GL Mauritius completed the entrepreneurship programme in ten councils. Two entrepreneurs represented Mauritius at the SADC Protocol@Work Summit in Botswana in 2015. GL provided back stopping in 2015. Since November 2015, with the support of the EU Decentralised Co-operation Programme, GL has been working with 10 women who completed the course in 2013 and 2014 and are now mentors. Each is training and empowering 10 women in their community. We are now training 100 women to become economically independent.



Sixteen Days of Activism: Break the Silence Workshop: On the 27 November 2015 GL organised a networking and media training workshop on challenging all forms of stigma. Partners included The Young Queer Alliance (LGBT activists), Transgender organisation VisaG, councillors, COE media

houses (Mauritius Broadcasting Corporation, La Sentinelle and Defi Media Group) and non-COE media, 10 survivors of GBV who are now entrepreneurs, Global Rainbow Foundation (for the physically disabled), Association of Women with Disabilities, and the PedoStop organisation (for children victim of sexual abuse).

The Madagascar Gender Links Summit 2015 delegation, then on a study visit to Mauritius, also attended the workshop. The delegation comprised women entrepreneurs, Director of National Television and National Radio of Madagascar respectively.

Participants debated the theme: "how can the Media, Advertisers and Activists provoke actions?" The facilitator talked about how the media is a powerful institution defining ways in which women's status and gender inequalities are reflected, understood and potentially changed. How women and men are represented in the media is therefore a key indicator of progress towards gender equality and the fulfilment of women's human rights.

The Board Member of Gender Links in Mauritius explained the need for journalists to expand their contact details; to get new voices, new angles, new ways of writing human stories, balancing opinions and analysis. GL advised that journalists should give voice to new and diverse actors to get more balanced opinions from both men and women. P&P Link advertising firm offered a free spot on social media and at the cinema during the Sixteen Days campaign.

SADC Gender Protocol@Work Summits: The Mauritius National 2015 Summit took place on the 22 and 24 June 2015 at Gold Crest Hotel. The First Woman President of the Republic of Mauritius Ameenah Gurib made the keynote address. Some 188 participants (entrants, judges, chairpersons, government entities and civil society organisations including partners) took part in the three day event. The summit attracted 48 entries and generated substantial media coverage and the in kind support. Gurib commended the summit as a great learning platform for sharing good practices on gender mainstreaming.

Study visit: UNWOMEN, Gender Links, and the Zimbabwe Ministry of Local Government collaborated in a study visit for senior Zimbabwean government officials to Mauritius in May 2015. The success of Mauritius in increasing women's representation from 6% to 26% in one election at local level in December 2012 is significant because this was the first time in the SADC region that a quota has been applied in the FPTP system *without seats being reserved for women*. The only way to get such a quota to work is to field women in safe seats, and build their capacity to be able to run successfully for office. Erica Jones, Principal Director in the Ministry of Local Government, Public Works and National Housing, who led the delegation, noted that with 16% women in local government, Zimbabwe was a long way from achieving 50%. The delegation comprised Ministry of Local Government officials who would be responsible for the implementation of the law; the Ministry of Women

Affairs, Ministry of Justice who would initiate the law and the Electoral Commission. As a result of the study visit, a submission was sent to the Electoral Commission on an amendment to the Local Government Act to include a quota for women in local government as part of the alignment of laws with their new Constitution.

GL Mauritius Training Institute: 2015 proved a turning point for GL Mauritius, challenged by HQ to develop autonomous funding sources. GL Mauritius partnered with Lux hotels in running training on GBV around Mauritius. Lux hotels then agreed to host a fund raising dinner for Gender Links in 2016. GL also registered as a trainer in Mauritius and will offer courses on a cost recovery basis in 2016. GL Mauritius has also canvassed several corporations for possible funding through their corporate social responsibility windows.

On a sunny Saturday in March 2015, a woman came to the door of Gender Links office early in the morning, shaken, in tears and asking for help. I welcomed her in and soon realised that something was very wrong. She was pale in colour and was mentally disturbed. She was barely audible and I was straining to understand what the problem was about, even if deep down I knew. Very soon I understood that she had been beaten up badly by her partner. She showed me the marks on her back, her tummy and her arms. I was in shock, I had to do something. I took my mobile to phone the police, but she told me not to and started crying again. I tried comforting her and told her that I will have to phone an ambulance as I could see she was getting weaker and I did not want anything to happen to her.

Shaking and petrified of being in an ambulance on her own, the woman asked if I could take her to hospital. I drove her to the nearest hospital and in the car I asked her if she had any family. She gave me her cousin's phone number. I phoned the latter while driving and told her to come and join us at Candos hospital.

We got to the Emergency Unit of the hospital in 30 minutes. The doctors speedily provided emergency care as I waited until her cousin arrived. I kept thinking that Gender Links office is usually closed on Saturdays and I was there by chance. This experience and many more remind us why it is so important to do the work we do as an organisation. It is truly a vocation and a calling. We get plenty of phone calls every day from men and women asking for help. Sheistah Bundhoo and I try as much as possible to guide them to the right people and organisation. We believe that through our everyday action we can bring about change and well-being to people. The woman is now much better. She sought legal advice and is under a protection order.

Anushka Virahsawmy



Empowering women: ending violence - Back stopping training session with women entrepreneurs in the GL office.
Photo: Anushka Virahsawmy

Key challenges

- Fund raising activities though necessary take a great deal of time; this has to be balanced against the work and delivery.
- The media enterprises with whom GL has signed need further training.
- Giving holistic help to people in distress coming to the office requires additional capacity and skills.

Next steps

- GL needs to revisit the 12 COEs in Mauritius as the councillors are all new. The action plans should be revisited and reinforced for the Post-2015 agenda.
- GL programme initiatives need to be adapted to suit the specific needs of the country, as is happening with the innovative peer learning and sharing approach to entrepreneurship training for survivors of gender violence.



Marta Cumbi - Board Member



MOZAMBIQUE

15 years of service

- GL Mozambique got registered on 21 March 2011 (GL's tenth anniversary) and registered as a National Non-Profit in February 2015.
- Completed Gender and Local Government research study - "At the Coalface Gender and Local Government in Mozambique."
- Local Government COE process completed in 19 Councils.
- Successfully held three Gender Justice and Local Government national summits and awards.
- Completed and strategically disseminated findings and recommendations on the Gender and Media Progress Study (GMPS) and Glass Ceiling Researches.
- Successfully rolling out Media COE work with 12 media houses.
- **Key partners:** Ministry of Local Government, Ministry of Gender, National Municipality Association, Ministry of Land and Environment, Ministry of Economy and Finance, Commission for Social Action, Gender, Technology and Communication, The National Parliament, Media Houses, Forum Mulher, Muleide, WLSA, Embassies, United Nations Agencies such as UN WOMEN.



Alice Banze - Lusophone Director and Mozambique Country Manager



Raul Manhisse - Finance and Programme Officer

GL inaugurated the Lusophone office in Mozambique on its tenth anniversary in March 2011. GL Mozambique became a national non-profit organisation with its own board in February 2015. The mandate of the office is to advance GL's vision and mission in Mozambique and Angola. Significant strides have been made in domesticating and localising the SADC Protocol on Gender and Development and the SDGs through GL's programmes including Governance and Gender Justice, Media and also through the Alliance. GL Mozambique achieves its mandate through strategic partnerships across various government ministries, donors, women's associations and local government associations, women's rights organisations, community based organisations and within communities worked in.

Key achievements

The 50/50 campaign: In advancing gender equality through a robust 50/50 campaign, GL Mozambique initiated lobbying and advocacy for electoral systems reform and quotas at local and national levels through the partnership with the Parliament ahead of imminent elections in 2018. Mozambique has 53 councils and only 5 out of those are led by women. This situation is concerning for GL in the quest for localise gender parity and equality according the SADC Protocol on Gender and Development and the Sustainable Development Goals.

Centres of Excellence for Gender in Local Government: GL Mozambique has rolled out the COE programme to 19 councils with costed and adopted gender and GBV action plans. This work is carried out in Maputo Province (Namaacha, Manhica), Gaza Province (Xai-Xai, Mandlaki, Chibuto, Chokwe Bilene and Macia), Inhambane Province (Inhambane, Maxixe, Massinga and Vilankulos), Mozambique Central, Tete Province (Ulongue), Zambeze Province (Mocuba), Sofala Province (Beira), Manica Province (Chimoio), North

Mozambique in Nampula Province (Nampula) and Pemba Province (Mocimboa da Praia). The office managed to strengthen strategic new partnerships and two confirmed donors for 2016 programme implementation, DIAKONIA and Amplify Change; in strengthening the COE work in new areas such as SRHR and working with young people.

Ending violence, empowering women: GL Mozambique successfully completed the Entrepreneurship and Life Skills Programme for women GBV survivors in 10 councils. GL Mozambique trained 220 women who had experienced any type of GBV within the council communities. The impact assessment done at the end of 2015 showed that 80% of the participants completed their business plans, 41% improved their businesses, 56% extended and expanded their businesses from which 50% opened bank accounts and 36% had knowledge on how to use computers. Participants also reported a 66% decrease in GBV experiences. The average relationship control improved from 69% to 73%, showing a four percentage point increase during the project period.

The Gender and Media COE project: GL Mozambique is working with 12 media houses on Print, TV and Radio namely, Mozambique TV Mozambique, Noticias, TIM, Radio Tera Verde, Mutiana, Magazine Independente, Radio Mozambique, Escorpiao, Zambeze, Savana, Soico and Mira Mar.

The SADC Gender Protocol Alliance: GL continues to work collaboratively with Forum Mulher, the Alliance Focal Point in Mozambique on nationalising, localising and monitoring the implementation of the SADC Gender Protocol and Post 2015 Agenda. The Mozambique Alliance has produced annual barometers tracking government implementation of the protocol and produced.

The 2015 Mozambique SADC Protocol@ Work Summit

built and strengthened partnerships, showcasing council's best practices and GL's work through its core programmes. Participants included the Minister of Gender, USA Ambassador and the UN Women Country Representative, Senior Management within councils - Mayors, councillors and other civil society organisations.

Protocol@Work Summit facts

- 106 participants - 37 males and 69 females. Amongst the participants were government officials, members of the donor community; and alliance representatives from the alliance, local government and media houses.
- GL Mozambique received 55 from 33 females and 12 men in eight categories.
- 15 female and 10 male winners.
- 16 Ministries represented.
- 11 councils represented.
- 12 media houses represented.
- 1 government entities represented.

Key challenges faced by the programme

- Gender specific financial budgeting at council and ministerial levels remains limited. GL Mozambique has lobbied the Ministry of Gender through its partnership to allocate more funds to councils for gender specific objectives. Councils have been encouraged to tap into district funds for specific gender responsive projects.
- Political and socio economic dynamics within different provinces and councils limit optimal engagement and robust networking and peer learning between councils. In some cases even within the same geographical region, human and financial constraints deter the momentum of the COE process.
- Though some funds are secured for 2016, these are inadequate to cater for GL Mozambique's increasing demand and work within councils and communities. The funding challenges are expected to continue to improve as GL Mozambique since 2015 is registered as a national non-profit organisation. The quest to secure funds to provide for operational, human resources, administrative and programmatic needs continues and needs increased efforts.

In the face of dwindling donor funding globally, the Lusophone office worked hard to keep its head above water. The daunting realities of lack of funding to sustain the office posed serious threats of downsizing or even shutting down operations. These challenges caused anxiety for all staff in the office and within Gender Links. Fortunately, an attitude of hope and perseverance to fundraise robustly provided courage and determination to surge forward. Several applications were submitted to prospective national, regional and international donors and two positive responses were received, providing hope for the office and work to continue breaking new ground.

GL Mozambique is overcoming its funding challenges and working towards strengthening and sustaining its growth and expectations through new donors like Diakonia and Amplify Change. Resilience, working through smart partnerships and hard work is paying off as the Lusophone office is venturing into new areas of advancing gender justice, women's empowerment, gender equality and rights such as Sexual Reproductive Health and Rights (SRHR), Climate Change, Gender and Disability and working with young people in 2016; in addition to strengthening gains achieved over the past 15 years of service in influencing gender responsive policy making and implementation for the marginalised and vulnerable. The team is inspired to continue to believe in a popular slogan in Mozambique - A LUTA CONTINUA!

Lessons learned

- Having mayors and senior councillors participating in summits and presenting their best practices facilitates increased ownership of the COE process by the gender champions and senior management at councils. Consequently, mayors and senior management have increased their involvement in the implementation of the action plans and gender responsive governance.
- The summits have provided platforms for strengthened partnerships between the mayors, and fostered peer learning.
- Strengthening partnerships with the National Municipality Association and the Ministry of State Administration was key to influencing the gender machinery in Mozambique to anchor gender mainstreaming, promote gender equality and advance women's rights.

Key priorities for 2016

- Vigorous in-country fundraising to enable effective roll out of the COE and entrepreneurship programmes within the remaining 34 councils.
- Strengthen achievements and continue to advance gender issues in relevant and needful cross cutting thematic areas such as climate change, SRHR, disability and diversity within local government.

- Develop a clear cost effective strategy to working with regional clusters of local government authorities due to the geographical vastness of councils. This approach will help manage implementation costs, increase synergies, ownership and sustainability of interventions; as councils increase collaboration in advancing the gender agenda.
- Strengthen and leverage off strategic partnerships with the private sector for financial and in-kind contributions to programme work from 2016 onwards. Ensure partnership with government institutions is strengthened to ensure sustainability of programs.
- Moving beyond COE programs with councils towards work in other thematic areas such as SRHR, GBV, HIV and AIDS Climate Change and within extractive industries is key.



Journal Noticias article covering 16 Days of Activism community dialogues in Namaacha Council in Mozambique.



Emily May Brown - Gender Links Board Chair



15 years of service

- At the Coal Face Study completed in 2006 formed roots for Gender Link's programme work, lobbying and advocacy activities in Namibia.
- 36 Local Government COEs completed the 10 stage COE process, developed, adopted and implementing gender and GBV action plans.
- Active 365 Days Campaigns including 16 Days of Activism to end GBV conducted annually.
- 1 Media COE - the Namibia Broadcasting Association.
- 2011 to 2015 Namibia Barometers produced annually and launched by key leaders in government and within local government.
- National Summits held annually since 2012.
- District summits held annually since 2014 - three in 2014 and three in 2015.
- Entrepreneurship project piloted with 128 beneficiaries in 10 councils.
- **Key partners:** Ministry of Gender Equality and Child Welfare; Association of Local Authorities in Namibia (ALAN); The Namibian Association of Local Authority Officers (NALAO); Polytechnic of Namibia (PON); and Alliance of Mayors and Municipal Leaders (AMMICAAL)



Sarry Xoagus-Eises - Country Consultant



Veronika Haimbili - Intern

After securing a NEPAD grant in 2012, GL Namibia moved its offices from the country manager's back office to Ausspanpaltz in Windhoek central. The office went on to recruit a programme officer and finance officer to cope with the increased amount of work during the COE cascading process. Unfortunately when the NEPAD grant ended in September 2014, the office had to downscale and is once again anchored from the home of the former country manager, now a consultant and GL Association Member.

The lack of sustainable funding setback has not stopped impactful operations in the country. Work with local governance authorities has been the flagship of GL Namibia, the alliance and media work has also been strong. The Namibia NGO Forum (NANGOF) is the mother body of all NGOs in Namibia and has been a key partner in all GL Namibia activities. The Association of Local Authorities in Namibia (ALAN) and the Namibian Association of Local Authority Officers (NALAO) as well as the Alliance of Mayors and Municipal Leaders (AMMICAAL) have played a crucial role in support of GL Namibia's work across the country.

The year 2015 will go down as a seminal one in GL Namibia's push for a fair, just and inclusive society; as the office focused on influencing progressive change at the individual, community, policy making and implementation levels. The Namibia office focused on completing the Entrepreneurship and Life Skills Training programme for women GBV survivors while working closely with 10 local authorities spread across Namibia, to support women and end violence in their communities. Sustainable linkages between local councils and entrepreneurs have been established through the interactions that Gender Links has had with these two key stakeholders.

Key achievements

Centres of Excellence for Gender in Local Government: GL Namibia has made great strides in the implementation of the COE programme in more than half of the country's local authorities. Thirty-six councils now have gender action plans, and most of them have also aligned their current action plans to the planning framework of the SADC Protocol and Gender and Development. The Entrepreneurship programme enabled GL Namibia to actively continue work in councils and backstop some, dovetailing with planned entrepreneurship programme activities for the women GBV survivors at their councils. Some local councils have promised to monitor progress made by the groups and allocate stalls to the emerging entrepreneurs at a reasonable rental fee. This is an example of how Gender Links cascades gender empowerment initiatives to the local level.

Ending violence, empowering women: In the entrepreneurship programme, 156 women started the programme and 128 completed phase three. 95% completed a business plan and 89% followed through on the plan. 51% grew their businesses; 39% added new products; and 38% found new markets. 50% started a business and 39% opened a bank account. The average monthly income for the Namibian participants rose from R105 to R611. While, 60% indicated a positive change in their financial status after the programme, and 84% indicated experiencing less or much less gender based violence.

The women entrepreneurs testified on how the programme opened new opportunities for them. Some said it was a learning opportunity for them since they never attended school before and they gained knowledge suitable for the job market and they now have their first certificate in their lives. For instance, the programme brought about a change

in IT skills. Sixty-four percentage of the women now use a computer compared to twenty three percent at the start of the project. 18% have access to Email (compared to 9% at the start). 18% surf the internet (compared to a 14% baseline at the start).

The office successfully organised and facilitated three **district summits** in three political regions of Namibia, and the winners proceeded to participate in the National Gender Summit. Winners at national level had an opportunity to showcase their good practices at the regional SADC Protocol@Work Summit in Gaborone Botswana.

Protocol@Work Summit facts

- 88 participants - 63 females and 25 males.
- 49 final entries, 40 women and 9 men in 13 categories.
- 19 Entrants were awarded.
- 6 female and 6 male won three first prizes while 5 females and 2 males were runners up.
- 10 NANGOF Alliance Organisations were represented.
- 10 COEs from the 14 political regions of Namibia participated.
- 4 Media houses were represented.

Key challenges

- Programme sustainability is a major challenge with lack of funding for the GL Namibia office. In-country and regional funding through traditional donors and corporates is critical for cascading the entrepreneurship programme, strengthening and cascading the COE programme in Namibia. The situation is more precarious as Namibia is classed a middle income country with minimum donor focus, hence access to donor grants is even more difficult.
- Some council's effective implementation of their gender and GBV action plans is deterred by lack of budgets that allocate funds specifically to gender mainstreaming and gender violence campaigns.
- Council's financial support of women GBV survivors through the entrepreneurship programme is still inadequate for the level of assistance needed. In some councils, entrepreneurs worry that while this programme is very important to them, council commitment to cascade it

remains elusive. Mobilising start-up capital and mentorship funds for local enterprises is difficult to achieve by the village councils.

- The office space is not ideal for the work GL do especially if the donors or other stakeholders want to visit the actual office to get materials. Funds permitting it would be necessary to relocate the office to business locations.

Lessons learned

- The Ministry of Gender's intervention and increased budgeting for local authorities is critical for the effective implementation of action plans. It is vital for the Ministry to anchor and drive gender mainstreaming and promote women's economic empowerment.
- Concrete efforts at council level to improve the sustainability of the programme by taking ownership is critical.
- The COE process has not covered all the councils of the country. 36 of the 58 councils have gone through the process and the remaining 22 councils feel left out.
- Sharing of best practices country at the district, national and regional summits creates more interest in the COE work and encourages COEs to own the gender mainstreaming efforts.
- All partner Memorandums of Understanding (MOU's) need to be revisited. GL and partners should improve collaboration.
- COEs funding workshops and training demonstrates ownership, commitment and ensures sustainability of the gender mainstreaming programme.
- The Entrepreneurship programme has created the spirit of teamwork among the emerging and existing entrepreneurs and as a result, they have initiated some group saving schemes to support each other through information sharing. The entrepreneurship and life skills programme is the future of GL work and must be strengthened.

Key priorities for 2016

- Develop an aggressive funding strategy to attain local and regional funds for the continuation of country gender mainstreaming and women's empowerment activities in Namibia.
- Explore funding opportunities within the private sector and strengthen gendered mainstreaming networks within civil society.



New beginnings: Letisia Mutlifa, one of the emerging entrepreneurs trained by GL in Namibia, showcasing her work.
Photo: Veronika Haimbili



Thoko Mpumlwana - Board member



Mbuyiselo Botha, Board Member

SOUTH AFRICA

15 years of service

- Completed "At the Coalface" Research in South Africa in 2008 - this informed work on increasing women's participation in local government.
- Completed and launched the Gender Based Violence Prevalence Studies in Gauteng, Limpopo, Western Cape and Kwa-Zulu Natal Provinces in South Africa.
- Rolled out the Centres of Excellence Programme to 20 councils in three provinces.
- The programme produced two best performing COEs in Southern Africa, Mossel Bay and Capricorn Municipality councils.
- Mossel Bay successfully hosted peer learning and study visits for top performing council in Mauritius - Grand Port.
- Mossel Bay and Capricorn have hosted and funded their own district level summits with minimal technical support from GL over the past three years.
- GL conducted and completed the Entrepreneurship programme in 10 councils in the three provinces with 128 women GBV survivors.
- GL works with 15 community media COEs on influencing media's sensitivity to reporting and gender.
- **Key partners:** South African Women in Local Government (SALGA) and South African Women in Dialogue (SAWID).



Judith Maneli - Programme Officer



Ntombi Mbadlanyana - Country Manager

Over the past three years, GL South Africa has focused on implementing work funded by the UNWOMEN Fund for Gender Equality in Gauteng, Limpopo and Western Cape Provinces of South Africa. The project that closed in 2015, aimed to: "enable women and girls in 15 localities of South Africa to gain equal access to economic opportunities." 15 local authorities in the three provinces participated in the project. The Norwegian Council for Africa (NCAID Council) funded the participation of an additional five councils, bringing the total to 20 COEs. In 2015 GL geared up and successfully completed the implementation of this project, including a final audit and evaluation.

Key achievements

Centres of Excellence for Gender in Local Government: GL South Africa has helped the tier of government servicing the majority of the populace in each of the provinces, to develop and improve their gender and GBV action plans, setting milestones and costing these for effective implementation. GL has not managed to change legislation or influence the development of policy, but has attracted attention to the model. GL South Africa upscaled the capacity of 20 local authorities to become active and committed COEs with 40 committed cadres trained in the COE process as Gender Focal Persons - GFPs (technical persons) and Gender Champions - GCs (councillors). The GFPs and GCs assist the councils to devise best practices with remarkable testimonies shared at annual summits. In 2015, councils contributed R1 218 750 towards gender responsive governance, promoting gender equality, mainstreaming and specific projects. All 20 councils have signed MOUs with Gender Links and statements of commitment to ensure that their 20 costed gender and gender based violence action plans are implemented.

Empowering women, ending violence: GL successfully completed the entrepreneurship and life skills programme in 10 selected councils in the Gauteng, Limpopo and Western Cape provinces. Through this project, GL showed that economic empowerment can significantly contribute towards ending GBV community by community. The Entrepreneurship project created an enabling environment for emerging entrepreneurs to start and grow sustainable businesses. GL trained 128 women on entrepreneurship and life skills and assisted them to increase their agency, self-confidence, self-reliance and belief in their ability to achieve economic independence. An impact assessment conducted in the third quarter of 2015 showed that 74% mentioned experiencing less or much less gender based violence in their lives and sphere of influence. The percentage of women who owned a business increased from 56% in 2013, to 71% in 2015; 65% opened a bank account; 72% grew their businesses and added new products while 69% found new markets. The average increase in income per month for participants in this programme rose from a negative figure to R532 resulting in an average annual increase in income of R542, 892.

GL has been approached by the Department of Small Business Development (DBSD) to implement the programme in the mining sector. In turn GL has approached Cheri Blair Foundation for mentorship and support for entrepreneurs, created linkages with the African Development Bank (ADB) for synergies between GL programmes and ADB goals and objectives.

South Africa SADC Gender Protocol @ Work Summits: A total of 173 best practices were presented at the summits from 2014 to 2015. These included best practices from Non-

Governmental organisation (NGOs), government, and other stakeholders. South Africa has two of the top performing COE councils regionally. Capricorn and Mossel Bay Municipalities have implemented and adopted gender mainstreaming and gender equality initiatives effectively within their councils. Mossel Bay (Western Cape) and Capricorn (Limpopo) councils have taken ownership of the Gender Links Summits Model and over the past two years, have organised their own summits with only technical support from Gender Links.

Protocol@Work Summit facts

- In total **108** people participated in the summit, **14** males and **94** females, the participants included representatives from local government, different NGOs and the Commission for Gender Equality and SALGA and SAWID representatives.
- **3** councils represented.
- **10** categories including Emerging Entrepreneurs (Start-up and Existing), FBOs, Economic Justice and Education, Climate Change, Governance, SRHR, GBV, Leadership, Media COEs, Local Government COE.
- **20** winners - **15** female (75%) and **5** males (25%)
- **1** media COE entered.

Capricorn won the Best Performing Urban council at the Regional Summit from 2012- 2013. At the Regional Summit in 2015 Capricorn District municipality won the overall Best Performing Council. Capricorn also hosted their first district summits using Gender links model, taking ownership of the processes. The Entrepreneurship project as anchored within 10 local councils in Gauteng, Limpopo and Western Cape provinces was pivotal in creating an enabling environment for emerging entrepreneurs to start and grow sustainable businesses.

As part of the Local Government COE process, GL South Africa conducted 3 provincial COE verification workshops, in Gauteng, Limpopo and Western Cape. These workshops were aimed at monitoring the progress councils were making in promoting gender mainstreaming, equality and ending GBV. GL also used the learnings from the workshops to strengthen the action plans. The pre-summit verification workshops led to the second national gender summits in Kopanong Gauteng where 100 people participated.

Sixteen Days of Activism: Under the theme “End Violence Empower Women” GL South Africa successfully organised an active 16 days of activism campaign collaboratively with one of GL's strategic community based partner organisation, Let Us Grow from Orange farm. Collaboratively, both organisations held a march against gender based violence and raised awareness of sexuality and diversity within Orange Farm. The campaign primarily demanded an end to violence through a signed petition to the local police to be more vigilant and enforce the law on perpetrators of violence and, raised aware about the level of GBV, emphasising the urgency of changes in attitudes and behaviour towards tolerance, peace and security in private and public spaces. GL also partnered with the Vhembe municipality in Limpopo on the 1 December 2015 on the Awareness to Prevention, End Stigma, on HIV and AIDS Campaign.

Key challenges

- Administrative dynamics in councils make the situation unstable as political buy in can be difficult. Gender not being explicit in staff key performance indicators and areas limits commitment to advance gender issues and the promotion of gender equality by council staff.
- Sustaining enthusiasm for the work COE Work within local authorities in a highly volatile political context ahead of the 2016 local elections. The imminent local elections and uncertain leadership outcomes affect focus and commitment to promoting gender issues within councils and communities.
- Minimal engagement within local authorities due to human and financial resource limitations to sustain the momentum of the COE process.
- Limited funding opportunities available in country due to the middle income status of South Africa.

Key priorities for 2016

- Robust fund raising and looking onto the non-traditional funders.
- Backstopping the 20 COEs worked with to review the action plans.
- Cascade the Entrepreneurship project and focus on the younger generation in a bid to “Stop Violence Before it Starts.”
- Effectively implement the next phase of the Entrepreneurship programme in South Africa.
- Conduct a provincial strategic workshop in the Western Cape to disseminate the GBV studies and lobby for ending violence community by community.
- Work collaboratively through strengthened partnerships. Forging new partnerships especially in the new projects GL may not have adequate capacity and experience in implementing.
- Promote diversity and disability rights and strengthen focus on men as change agents in promoting gender equality.
- Strengthen collaboration with other GL programmes and engage media and especially new media as a means and toll for promoting women's rights, gender equality and mainstreaming.



Susan Mogari in Vhembe Municipality and 16 Days of Activism in Vhembe. Photo: Judith Maneli



SWAZILAND



Ncane Maziya - Country consultant



Nosisa Nkwanyana - Accounts and admin intern

15 years of service

- Completed "At the Coalface" Research on Women's Participation and Representation in Leadership and Political decision making in 2008.
- Registered an office in 2012.
- Centres of Excellence Programme grows to 24 active councils driving the gender agenda.
- Successfully held 3 national summits.
- Conducted and completed the Entrepreneurship programme in 10 councils in the three provinces with 214 women GBV survivors.
- Rolled out the Media COE programme in six media houses.
- Swaziland has successfully completed and launched 3 national barometers.
- **Key partners:** Local Government Association of Swaziland (SWALGA); Deputy Prime Minister Gender and Family Issues Affairs Unit (GFIU); Ministry of Tinkhundla Development and Administration; Ministry of Housing Urban and Development; Alliance of Mayors and Municipal Leaders on HIV/ AIDS in Africa (AMICAALL); Swaziland Sexual Reproductive and Human Rights; National Assembly of Non-Governmental Organisations (CANGO); the Deputy Prime Minister's (DPM) office and the Gender and Family Affairs Issues Department.

Gender Links Swaziland registered on 26 July 2012. Due to funding challenges the office had to downscale operations in 2015, mainly focusing on successfully completing ongoing projects that also ended in 2015. The full time country manager worked on a consultancy basis. However through hard work and commitment the country consultant, with support from two interns, signed an MOU with The Tinkhundla Ministry that paved the way for cascading GL's work at village and community levels. The Swaziland office also cascaded the COE process to 12 more Tinkhundlas (village councils) in addition to the 12 district councils totalling 24, the number of committed councils in the COE programme. The COE process is clear evidence of good partnerships and excellent synergies with partners namely SWALGA, CANGO, Ministry of Housing Urban and Development, the DPM's office and the Gender and Family Affairs Issues Department.

Key achievements

Centres of Excellence for Gender in Local Government: GL Swaziland inducted and orientated 30 members and new councillors into the COE process. The office completed all COE stages in the 12 original urban COE's, backstopping this work through additional programming, support, monitoring and evaluation. GL cascaded the COE process to a further 12 rural Councils (bringing the total to 24, 36% of the councils in Swaziland) through training of 67 gender officers and supporting them in rolling out the COE's. 12 councils have adopted action plans and one (Mbabane) council has adopted a gender policy shared as good practice on gender responsive governance at the national Gender Protocol@work summit in March 2013. These cover a population of 760,000; approximately quarter of the population of Swaziland. The COEs include the capital city, Mbabane and all the 4 regions of the country.

Ending violence, empowering women: GL Swaziland successfully completed the pilot entrepreneurship and life skills programme with 214 women in 10 selected councils. The project ran in Hlatsi, Lavumisa, Mankanyane, Manzini, Mbabane, Ngwenya, Nhlanagano, Pigg's Peak, and Siteki. Key results from the pilot show that 81% of the participants in the programme completed a business plan. With 72% followed through on the plan whilst 67% of these grew their businesses, 65% added new products and 50% found new markets. 49% started a business and 27% opened a bank account. The average monthly increase in income per for the Swaziland participants rose from R206 to R350. Overall, 76% indicated a positive change in their financial status after the programme.

One of the most important factors in the determination of increased personal agency is the changes in perceptions of gender equality. Gender attitudes are measured by the Gender Progress Score (GPS); at 70% the participants GPS score in Swaziland is higher than the community GPS score (64%) after the project. This shows a higher level of gender awareness on the part of participants, but the need for more work within some councils. In Swaziland 86% of the women indicated that they had experienced less or much less violence since doing the programme.

The Entrepreneurship project as anchored within local councils through the COE process. This approach was important in creating an enabling environment for emerging entrepreneurs to start and grow sustainable businesses, become self-reliant, confident and improve their agency to deal with GBV in their lives and sphere of influence.

The Swaziland SADC Gender Protocol Summit: The 2015 Protocol@Work National Summit in Swaziland provided

another platform for showcasing best practices by entrants in five thematic areas covering Alliance, local government and media categories. There were 81 participants, 59 presentations from the 13 different categories; 13 winners and 10 runner-ups.

Protocol@Work Summit facts

- **81** participants - **23** males and **51** females. The participants included representatives from local government, different NGOs, CONGO, SWALGA and SA embassy representatives.
- 6 councils represented.
- 12 categories including Emerging Entrepreneurs (Start-up and Existing), FBOs, Economic Justice and Education, Climate Change, Governance, SRHR, GBV, Leadership, Media COEs, Local Government COE.
- **12** winners - **10** female (80%) and **2** males (20%).
- **2** media COEs entered.

Sixteen Days of Activism: Five Town councils (Hlatikhulu Lavumisa, Nhlanguano, Ngwenya and Hlati Town Councils) actively collaborated with Gender Links in conducting 16 Days Campaigns in 2015. Participants in workshops and marches included GBV survivors, caregivers working with the abused people, councillors, police in the Crime Prevention and Domestic Violence Unit and staff members from councils. The main purpose of the workshops was to review GBV action plans and facilitate dialogue on the 2015 Sixteen Days of Activism Campaign guided by the themes, "Peace Begins at Home" and "Promoting education for all".

Centres of Excellence for Gender in the Media: GL worked collaboratively with the Media COE consultant in rolling out the COE work in Swaziland. The office assisted in organising training workshops and field trips especially during the 16 Days of Activism collaborative activities between the Governance and Media programmes.

Key challenges

- Delays with the signing of the MOU with the office of the Deputy Prime Minister caused further delays to rolling out the COE work with the Tinkhundlas.
- Strained financial support for the COE work and in upscaling country operations.
- Transferring of key people in the COE councils to other councils. GL Swaziland lost influential and committed GFPs who were key mobilisers for the effective roll out of the COE work. In councils such as Piggs Peak, GL Swaziland faced complications for strengthening achievements made within the council over years.

Lessons learned

- GL Swaziland learned a lot about working with governments through the smart political footwork to get buy-in from Tinkundlas Ministry. Though the MOU was finally signed by the DPM's office, it was later taken to Cabinet for approval, resulting in further delays. The country

consultant had to leverage of the cordial relationship and good partnership with the Director from the Deputy Prime Ministers office under the Gender and Family Affairs Department to write a letter of support to the Tinkhundla so that the process can continue.

- It is essential to conduct a training of trainer's (ToT) workshop with new GFPs and GCs so that they are fully equipped with the knowledge and facilitation skills sets to advance the gender agenda within their councils and communities.
- Centrally and actively involve councils in all programme work including projects aimed at promoting gender equality, women's rights, empowering women and ending violence community by community.

Key priorities for 2016

- Increase fundraising efforts for GL programme activities.
- Strengthen content, approach, achievements and backstop current COEs.
- Strengthen content and achievements on the Entrepreneurship and Life Skills Programme in 2016 for further roll out in 2017 onwards.
- Focus on young people in the next phase of cascading the programme in a bid to "Stop Violence Before it Starts" with younger generations.
- Strengthen current partnerships and increase collaboration especially with SWALGA, AMICAALL and other CSOs focused on cross cutting thematic areas such as HIV and AIDS, Climate Change, GBV, SRHR and LGBTI.
- Build a strong partnership with the Swaziland Women Parliamentary Caucus (SWPC) to strategise on objectives focused on electoral systems reform and having quotas at local and national government levels. Start fundraising and preparing for the 2018 elections.
- Sensitise the chiefs and then their communities on gender, the COE project, ending GBV and promoting women's empowerment in the four regions of Swaziland.
- Maintain, increase and strengthen good relationships with GL partners in Swaziland.



Entrepreneurship training in Lavumisa for phase three.

Photo: Thando Dlamini



Sara Longwe - Board member



ZAMBIA



Isaac Zulu - Country Manager



Stephen Malulu - Programme Officer

15 years of service

- Undertaking the GBV indicators study, first as a pilot of four districts, then to the whole country. The pilot is in its final stages.
- Actively participated in putting in place a National Action Plan on GBV that resulted in the enactment of the Anti-GBV Act No. 1 of 2011.
- Rolled out the Centres of Excellence in Gender In Local Government to 44 local authorities covering all 10 provinces in Zambia.
- Implementing the COE programme in six media houses including the public broadcaster and the two public newspapers.
- 133 GBV survivors successfully completed GL Entrepreneurship training in 10 districts.
- **Key partners:** Local Government Association of Zambia (LGAZ); Ministry of Local Government; Ministry of Gender; NGOCC; Women in Law Southern Africa (WILSA Regional; Zambia National Women's Lobby Group; Young Women Christian Association YWCA); Diakonia Zambia.

From the backyard of the then Country Manager's house in the outskirts of Zambia's capital city, Lusaka, GL Zambia registered in July 2009. In August 2010, GL Zambia moved its operations to the central business district of Lusaka city where it now shares spacious offices with a key strategic partner, the Local Government Association of Zambia (LGAZ) situated at the Civic Centre of the Lusaka City Council.

Key achievements

GBV National Baseline Indicators Survey: With financial support from the United Nations (UN)/Government of the Republic of Zambia (GRZ) Joint Programme on GBV, Gender Links Zambia finalised the GBV baseline study in Zambia in 2015. This revealed that 72% of the women in the study have experienced GBV while 51% of men admit to perpetrating GBV in their lifetime. Further, the findings show that 41% of women experienced Intimate Partner Violence (IPV) in the last year, and 69% experienced IPV in their lifetime. Emotional violence constituted a significant proportion of IPV, followed by physical, economic and sexual violence.

Centres of Excellence for Gender in Local Government: In 2015, 12 COEs completed COE stage five and drafted gender and GBV action plans for their councils that are aligned to the provisions of the SADC Protocol on Gender and Development; compared to only five (5) councils for the preceding year. The Action Plans are yet to be adopted by the respective councils so that they can be fully implemented. A total of 294 participants made up of 99 females (34%) and 195 males (66%) were trained in modules such as gender and governance, conflict resolution, climate change and sustainable development, local economic development, HIV/AIDS and care work and gender based violence.

Ending violence, empowering women: During 2015, GL Zambia completed the final phase of the FLOW Entrepreneurship Programme in 10 pilot councils: Chibombo, Chililabombwe, Chipata, Chirundu, Kasama, Katete, Livingstone, Lusaka, Mumbwa and Solwezi districts. 133 GBV survivors gained entrepreneurial skills; agency, confidence and self-esteem. In July 2015, four of the entrepreneurs attended a "National Workshop Longitudinal Study of the Beneficiary of the Building Young Futures Programme" organised by the Ministry of Youth, Sports and Child Development in conjunction with UNICEF with the financial support of Barclays Bank Zambia PLC. The GL Zambia entrepreneurs made power point presentations of their businesses and show-cased their merchandise and subsequently received a lot of accolades from the honourable Minister and officials from UNICEF and Barclays Bank. This being an annual event, these entrepreneurs are expected to attend future events and gain financial support for their businesses.

Protocol@Work Summit facts

- 96 participants: 25 males and 71 females.
- 56 entries, from 45 women and 11 men.
- Three male winners and 10 female winners.
- Three male and eight female runners up.
- Five media houses represented at the summit.
- Eight out of 34 COE Councils were represented.
- The summit was held with the support of Ministry of Gender, Women and Law in Southern Africa (WLSA) and Local Government Association of Zambia (LGAZ).

Zambia SADC Protocol @ Work Summit: In 2015, GL Zambia held two District Level Summits (DLS) with represen-

tation from 25 COEs in Livingstone and Kitwe Districts. This carried through to the National Summit at Cresta Golf-View Hotel in May 2015. The participants also included officials from government, donors and representatives from a cross section of organisations with which GL has connected over the years.

Media: GL Zambia worked with the media, local and national government and Alliance partners during the 2015 Sixteen Days of Activism against GBV to raise the profile of Gender Links Zambia.

Sixteen Days of Activism: Under the theme “End Violence Empower Women”, GL Zambia participated in the national programme spearheaded by the Ministry of Gender under the localised theme “End Violence Empower Women and Men; from Peace in the Home to Peace in the Nation”.

During the 16 Days of Activism period GL Zambia combined efforts with the Lusaka City Council and successfully held the “Take Back the Night” event that was officiated by the Lusaka City Council Deputy Mayor and attended by councillors, council staff and community members.

As part of the 2015 Sixteen Days of Activism against GBV, GL Zambia was privileged to attend the first-ever Girls Summit on Ending Child Marriage in Africa that took place in Lusaka, Zambia from 26-27 November 2015. The summit was organised by the Commission of the African Union with the support of the Government of the Republic of Zambia and it brought together delegates from across nations.

Alliance: With the support of the Alliance Focal Network-WLSA, GL Zambia successfully planned and executed the hosting of Zambia's fourth SADC Protocol @ Work National Summit under the theme “Now and Post 2015, Yes We Must.”



Stephen Malulu, GL Zambia Programme Officer interpreting the 2015 Sixteen Days of Activism theme at the Lusaka City Council organised candle light event, Lusaka, Zambia.
Photo: Naomi Kalikeka

Key challenges

- Erratic funding to councils from central government and narrow revenue base for most rural councils hampers full implementation of gender action plans.
- Lack of in-country funding still remains a major limiting factor for the COE and Entrepreneurship cascading process.
- The signing of Statements of Commitments to the COE process and subsequent adoption of Gender Action Plans are still being delayed in some councils due to internal protocol.
- Continued massive staff changes in councils due to transfers and/or promotion of gender focal points and chief executive officers from COEs has delayed and disrupted ownership and strengthening of the process. In most of the earlier COE, GL will need to revisit the councils and conduct refresher trainings of gender concepts and the COE process.
- Registration of GL Zambia as a foreign NGO prevented the organisation from benefiting from local funding baskets that are set-up specifically for indigenous member organisations of NGOCC.

Key priorities for 2016

- Engaging both LGAZ and the Ministry of Local Government, during the 2016 LGAZ Annual Conference, to compel local authorities/councils to fund their own COE process activities and to include gender mainstreaming in the new councillors' orientation workshops to be carried out by LGAZ soon after the elections.
- Stepping-up in-country fundraising efforts for the COE cascading process.
- Conducting Training of Trainers (ToT) workshops for new GFP and Gender Champions in view of massive council staff movements and the 11th August 2016 Tripartite Elections that will usher in new councillors for local government.
- Ensuring that all 44 COEs sign Statements of Commitment, adopt and implement their Gender Action Plans.
- Signing MOUs with the Ministry of Gender, Ministry of Youth Sports & Child Development, Ministry of Community Development and Zambia Federation of Associations of Women in Business (ZaFWIB) during the second and third quarters of 2016 to strengthen gender mainstreaming and entrepreneurship programmes.
- Reviewing council budgets to verify compliance with the Ministry of Local Government's directive to all local authorities in Zambia to prepare gender responsive budgets with effect from January 2016.
- Developing a Communication Strategy for dissemination of GBV Indicators National Baseline Survey Report for Zambia.
- Conducting a gender audit for Solwezi district prior to holding a summit for Diakonia partners working in the North-Western Province of Zambia.
- Producing a 2016 Zambia Election Report from a gender perspective immediately after the 2016 Tripartite Elections in August.
- Registering GL Zambia locally and as a training institution, with the Technical Education, Vocational and Entrepreneurship Training Authority (TEVETA).



Pat Made - Board member

ZIMBABWE



Priscilla Maposa - Country Manager



Kevin Chiramba - Senior Programme Officer



Abigail Karikoga - Finance Officer



Tapiwa Zvaraya - Monitoring and Evaluation Officer

15 years of service

- 2009: Zimbabwe office is born with 1 employee. Partnership with UCAZ & ARDCZ established.
- 2010: Local Government Research Study - Production of At the Coalface Zimbabwe. COE programme begins with 10 councils.
- 2012: Zimbabwe office registered. GL Funded by the Embassy of Sweden. GBV National Survey conducted. First Zimbabwe National Summit.
- 2013: FLOW programme begins with 5 initial councils. COEs grow to 23.
- 2014: First DL Summit: Embassy of Sweden grant extended. Partnership with ICLD. FLOW councils grow to 10.
- 2015: Mauritius Study visit on Local Government quota COE councils stand at 58.
- Staff complement stands at 4.
- 2016: GL @15
- **Key partners:** Ministry of Local Government, Public Works and National Housing; Ministry of Rural Development, Promotion and Preservation of National Culture and Heritage; Ministry of Women Affairs, Gender & Community Development; Women's Coalition of Zimbabwe; The Embassy of Sweden; UNWOMEN; Zimbabwe Local Government Association - Association of Rural District Councils of Zimbabwe (ARDCZ) and Urban Councils Association of Zimbabwe (UCAZ); International Centre for Local Democracy (ICLD).

The Zimbabwe Office has evolved from a 'brief case office' in 2009 to a fully-fledged office in 2012, with solid support from the Embassy of Sweden. 2015 proved to be a year of highs and lows. However the unity and strength cultivated in the team resulted in the office delivering beyond expectations.

Key achievements

Lobbying for a local government quota: GL Zimbabwe stepped up its efforts to lobby for a quota for women in local government to be tabled in parliament. In May 2015, representatives from the Ministry of Local Government, Ministry of Justice, Zimbabwe Electoral Commission, UNWOMEN and GL undertook a learning visit to Mauritius to analyse the possibilities of crafting a legal instrument that would help create a feasibility model for a quota system at the local government level. This is critical ahead of the upcoming 2018 tripartite elections. The outcome of this visit was a position paper which has been developed and will be forwarded to parliament for consideration.

Roll out of the Centres of Excellence (COE) programme:

GL Zimbabwe extended the rollout of the COE programme to 58 urban and rural councils covering all the 10 provinces of Zimbabwe. This represents a completion rate of 63% of

the total 92 councils in the country. GL Zimbabwe has added 10 more councils in 2016. Old and new councils have been implementing their gender action plans with some allocating gender specific budgets for activities including 50/50 campaigns totalling USD 212,000.00. Most councils have focused on systemic and structural changes within councils to advance gender mainstreaming and have set up Gender Committees at council level.

An analysis of council progress scores for 32 councils showed that their average baseline score stood at 50% as compared to the 65% progress score, representing an increase of 15% in the council scores since they started working in the COE programme. Hurungwe RDC showed the greatest improvement in their rating from a baseline of 45% to a progress score of 81% (an increase of 36%). This is largely attributed to the fact that the council has embraced gender mainstreaming in their service delivery.

At different times in 2015, GL and the Embassy of Sweden undertook verification visits to Hurungwe RDC, Kariba Municipality and Karoi Town Council witnessing at first hand gender aware approaches to waste management. GL visited Mutare City Council, Rusape Town Council and Umguza RDC and noted the value councils have placed on

improving their health care facilities in gender sensitive ways. Mutare City Council and Rusape Town Council prioritise water service provision. Umguza RDC illustrated the value of partnerships as integral in managing service provision.



GL and The Embassy of Sweden Field visit to Kariba Municipality.
Photo: Lovage Nhamoyebonde

Ending violence, empowering women: GL Zimbabwe completed the Entrepreneurship project and conducted the repeat Monitoring and Evaluation (M&E) as well as full impact assessment of the programme in the 10 pilot councils. GL reached 150 beneficiaries through this project. GL Zimbabwe became the first country to enlist a private sector partner - NetOne which has engaged some of the women in its vendor programme. 92% grew their businesses in some way; 86% added new products, 79% found new markets and 67% opened a bank account. 98% completed a business plan and 96% followed through on the plan. Average income per month among participants in Zimbabwe rose from US\$51 at the beginning of the project US\$144. 91% of participants said they now experience less or much less GBV, whilst 3% still experienced the same levels of GBV; 6% of the beneficiaries experienced more or much more GBV. Overall, the relationship control index that measures power within intimate relationships increased by two percentage points to 54%. Gender attitudes as measured by the Gender Progress Score (GPS) in the communities increased by three percentage points from 59% to 62%. At 70% the participants scored a GPS of eight percentage points higher than their communities. Councils provided US\$3430 in in-kind support to the project. Participants gave the councils an overall rating of 76%.

District and National Summits: GL Zimbabwe hosted two District Summits and a National Summit. These events proved to be of great value as they illustrated the work being done by local authorities in their endeavours to mainstream gender. The 2015 National summit was arguably one of the biggest events since the inception of country summits in 2012. The summit recorded the highest number of participants (169) and entries (131) since summits began at country level. The increase in the number of entries was noted in the following thematic areas: Leadership, Gender Based Violence (GBV), Sexual, Health and Reproductive Rights, Economic Justice & Education and Climate Change. The highest number of case studies recorded under the GBV category indicate the increased awareness of GBV issues at the local level as a result of councils implementing their GBV action plans and influencing attitudinal change through strategic campaigns. Councils have taken ownership of reducing GBV in their localities. The Climate change category had the second most case studies, implying a growing concern by councils to counter the effects of climate change in their

localities. Categories such as economic justice and 50/50 campaigns had no entries in 2014 and received a significant number of entries in 2015. This shows that councils are now fully implementing their action plans with tangible results to share as best practices. Although other categories like media had low entries, the entries signified the critical role media plays as a tool and medium for advancing women's rights and gender equality.

Key challenges

Job losses, and financial uncertainties in the councils constitute important external challenges. GL will continue to strengthen the approaches that have made it possible to function so far. These include working closely with key ministries and council associations; balancing work with urban and rural councils; nurturing and expanding partnerships, and insisting that councils make in-kind and direct contributions to enhance ownership.

Key priorities for 2016

- **Funding:** With the Embassy of Sweden grant coming to a close in 2016, GL Zimbabwe is gearing up its fund raising efforts.
- **Establishing new partnerships and strengthening existing ones:** GL will continue to engage more partners. It is also essential that GL looks to diversify its portfolio to suit emerging trends, in particular looking at the integration of the Sustainable Development Goals (SDGs) into programmatic areas.
- **COE cascading and roll out:** Cascading the COE process is of paramount importance. Currently GL has worked with 58 councils, both urban and rural. 2016 will be a milestone year as GL will work with a further 10 councils in the COE process.
- **Backstopping and Strengthening of COE:** GL will continue to engage old COE councils through backstopping. Furthermore, with the review of the SADC Protocol targets set for 2016, it provides a platform for training and capacity building of these into both new and old councils. GL will also seek to roll out the entrepreneurship programme, and to strengthen the COE model through various programmatic interventions.
- **Training of trainers' workshop:** GL intends to hold more training for GFPs and Gender Champions to build their capacity. As Zimbabwe is headed towards elections in 2018, 2016 going forward provides a platform to spearhead knowledge on Gender and the Elections. The training of trainers will be a focal point of this among other capacity building efforts.



Women in brick moulding at the Rusape Field Visit.

Photo: Tapiwa Zvaraya

RESULTS FOR CHANGE



Daniel Chirundu, Director of Health and Environmental Health Services at Kadoma City Council.

Photo: Gender Links

"I am the Director of Health and Environmental Health Services at Kadoma City Council in Zimbabwe. The catchment population of my department is 96 116 people. Women constitute 52% of the catchment population. The main area I focus on is building capacity for my organisation on gender issues. Our main goal is to ensure that gender issues are mainstreamed in all our activities.

My initial exposure to gender issues was through my basic training that I viewed it as another academic excursion. Our council was then enrolled for the Centre's of Excellence programme under Gender Links. I was given formal training and I became a

gender activist. I am proud to say this shaped my perception of gender to a large extent and the fact that I have two daughters reinforced my calling.

Gender Links has been an unfailing partner. GL opened our organisational eyes and provided capacity building. We have reached a point where we require all our cooperating partners to incorporate gender in all projects. We have built the capacity of GBV victims and we have gone further to establish a community of gender practice in Kadoma code-named Kadoma Gender Forum. Any organisation that is doing work that has an impact on GBV is free to join. We document best practices and share them with the public."

MONITORING AND EVALUATION



Monica Bandeira - M&E manager



Fanuel Hadzizi - Monitoring and Evaluation Senior Officer

GL has placed a great deal of emphasis in the establishment of good Monitoring and Evaluation (M&E) tools and systems that enable it to monitor implementation and impact at different levels. Through this, GL is able to respond timeously and effectively to changes that occur in the environment. In 2015, GL launched a new system for collecting internal activities data using Epi Info, a public domain suite of tools designed for the global community of public health practitioners and researchers by the US-based Centre for Disease Control. Epi info provides for easy data entry form and database construction, a customized data entry experience, and data analyses with epidemiologic statistics, maps, and graphs for public health professionals who may lack an information technology background. Epi Info™ is used for outbreak investigations; for developing small to mid-sized disease surveillance systems; as analysis, visualization, and reporting (AVR) components of larger systems; and in the continuing education in the science of epidemiology and public health analytic methods at schools of public health around the world¹.

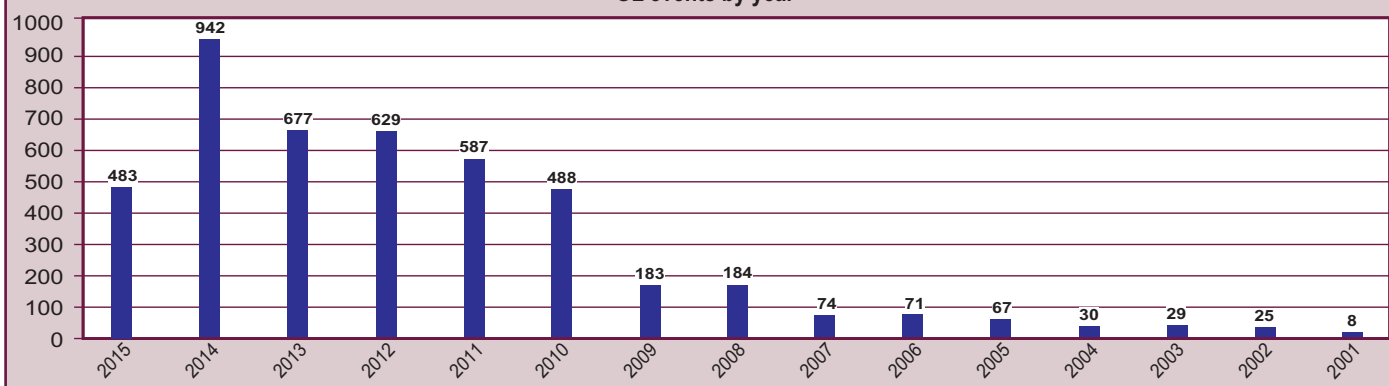
True to form, GL has taken this tool and customised it to its own needs in tracking work with over 500 institutions - media houses and local councils that have committed to become Centres of Excellence for

Gender, as well as a multiplicity of partners and networks. The M&E unit successfully developed the system with staff to create an effective and efficient way of collecting and analysing M&E data. Staff report that the system works well, with few disruptions. The system now allows GL to pull out data on activities, participants, and events as and when needed. Reports automatically pull data at a regional and country level. This has allowed GL to produce a monthly M&E overview report which provides an opportunity to proactively manage projects. The unit has improved country access to the system by moving the Epi Info database to the cloud, hereby decreasing downtime and the frustrations that accompany it.

In 2015 GL also advanced M&E by investing in a generic online platform for creating customised online surveys, questionnaires, and application forms. GL had previously invested a great deal in these using an external contractor to design these forms from scratch. A few hard lessons showed that customising a generic tool tried and tested by millions of people around the world is a more cost effective option. The M&E team tested the new online platform for different projects in 2015 with pleasing results, especially in the final assessment of the pilot project offering entrepreneurship training to 1500 survivors of gender violence.

With offices in 10 countries, it is important that GL finds contextually appropriate ways of collecting and analysing data about the work it does. GL continues to push itself to find innovative solutions to Monitoring and Evaluation as this is seen as central to how it works. Without monitoring our interventions and impact we are unable to remain relevant and responsive to the needs of the beneficiaries we work with.

GL events by year

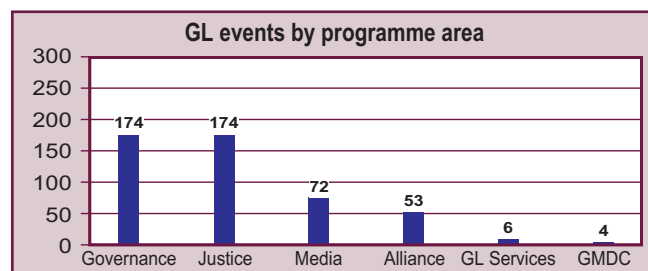




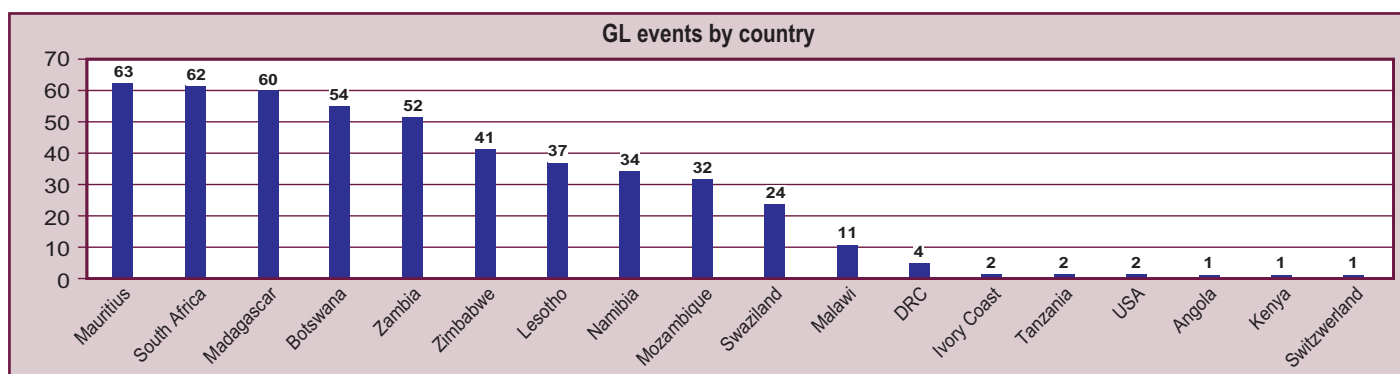
Leading the march: GL CEO Colleen Lowe Morna and Rose Tamae in Orange Farm, South Africa. Photo: Gender Links

During 2015, through its five programme areas, GL ran 483 events, down from 942 in 2014. Many of the Centres of Excellence (COEs) that GL worked with were in their final stages, resulting in fewer events, and more wrapping up. As part of ongoing efforts to reduce logistic costs, as well as promote peer learning and sharing, COE's clubbed together

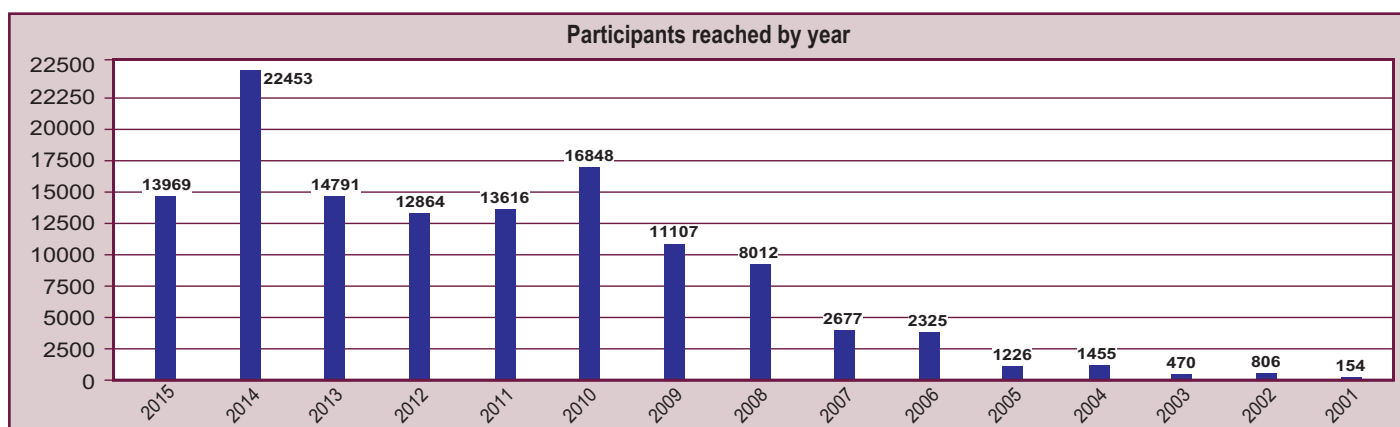
in several instances, or combined stages, reducing the number of events.



Working with local councils across ten countries continued to be the main focus of GL in 2015. This is evidenced in the Governance and Justice programmes having held the highest number of events during 2015 (174 each). Media events decreased considerably to 72 in 2015 from 312 in 2014. Alliance saw a decrease in its number of events from 2014 to 2015.

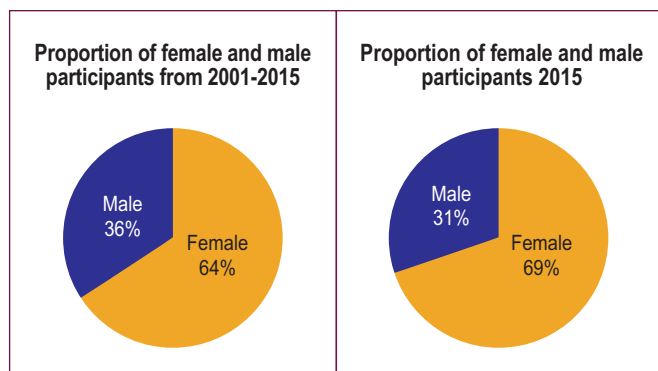


In 2015, GL Mauritius had the highest number of events (63) followed by South Africa (62), Madagascar (60), and Botswana (54).

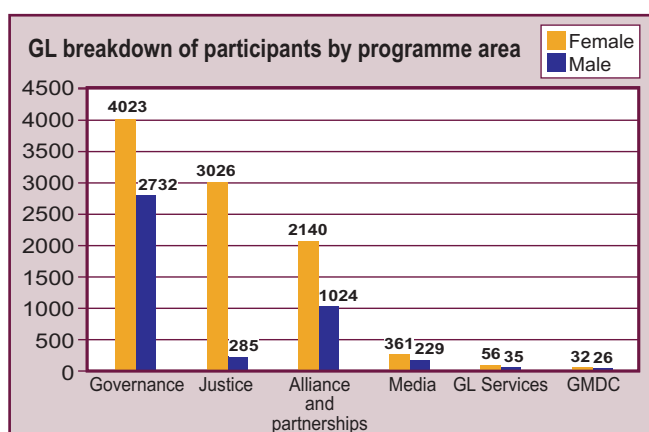


2015 saw GL reaching a total of 13969 participants. Despite the decrease in number of people reached from 2014, there has been an increase in the average number of participants per event from 23 in 2014 to 28 in 2015.

Breakdown of participants reached by year				
Year	Female	Male	Unknown	Total
2001	103	51		154
2002	536	270		806
2003	301	169	118	588
2004	852	485	36	1373
2005	739	451	272	1462
2006	1276	777		2053
2007	1543	1134	3101	5778
2008	3111	1800	1203	6114
2009	6306	3598	10901	20805
2010	3488	2459		5947
2011	8526	5090		13616
2012	7675	5189		12864
2013	10332	4459		14791
2014	14072	8381		22453
2015	9638	4331		13969
Total	68498	38644	15631	122773



Since 2001, GL has reached 122773 people through its programmes. The proportion of males and females has remained fairly stable over the years, with men representing 36%, more than one-third of those reached. In 2015, the proportion of men dipped to 31% as a result of GL's entrepreneurship programme that focuses exclusively on women.



As in the past, the governance programme, which focuses on local government, reached the highest number of people (6755). The GL Alliance programme reached 3164 people, while the Media programme reached 590. The proportion of females to males is relatively stable across programmes, although the proportion of males is over 40% for the GMDC programme.



Anushka Virahsawmy preparing for the Gender Action Planning Workshop on Local Action to End GBV in Black River, Mauritius.
Photo: Gender Links

Breakdown of participants reached by country for 2015					
Country	Female	Male	Total	% Female	% Male
Madagascar	1888	990	2878	66%	34%
Botswana	1067	378	1445	74%	26%
Zimbabwe	950	447	1397	68%	32%
Mauritius	814	530	1344	61%	39%
Zambia	888	427	1315	68%	32%
South Africa	944	435	1379	68%	22%
Namibia	737	241	978	75%	25%
Mozambique	744	267	1011	74%	26%
Lesotho	404	198	602	67%	33%
Swaziland	447	121	568	79%	21%
Angola	275	108	383	72%	28%
DRC	276	73	349	79%	21%
Malawi	87	71	158	55%	45%
USA	56	12	68	82%	18%
Ivory Coast	21	16	37	57%	43%
Tanzania	22	10	32	69%	31%
Switzerland	15	3	18	83%	17%
Kenya	3	4	7	43%	57%
Total	9638	4331	13969	69%	31%

At 2878, Madagascar reached the highest number of people (66% female). GL's international reach grew, with events in the USA (at the CSW); Geneva (at the annual meeting of the Global Alliance on Media and Gender); in Kenya and Ivory Coast (for GL Services).

Outreach

GL employs a communication strategy that ensures that a high number of people are reached through various online platforms. One of the main avenues for this is the GL website and over the last few years, including the one under review, there has been an emphasis on using Facebook and Twitter to profile the organisation and its work. Information is also regularly sent out to our mailing list through our contacts database.

GL website



During 2015, GL had a total of 627,718 page views for its website. This represents a 21% increase on the 517,911 hits in 2014. 221,541 people visited the GL website in 2015 - 172,198 new users (78%) and 49,343 (22%) returning visitors.

Most accessed pages on GL website for 2015			
Ranking	Page	Page views	% of total page views
1	Gender Links Survey Manager - Survey Centre	144,631	23.04%
2	Gender Links Survey Manager - Home	101,737	16.21%
3	Gender Links - Gender Links for Equality and Justice	32,022	5.10%
4	Facing up to the real causes of xenophobia	10,978	1.75%
5	Gender Summit 2015	6,193	0.99%
6	16 Days of Activism	5,599	0.89%
7	SADC Gender Protocol	4,799	0.76%
8	Francais	4,520	0.72%
9	About us	4,248	0.68%
10	Young girls, never fall for rich men	4,044	0.64%

The table shows that the most visited pages during 2015 were those linked to the different online surveys that have been developed. This was followed by access to the Gender links home page and an article that contained “xenophobia” in its title. In as much it as it is an 2008 article, the reads may have been influenced by the spate of violent xenophobic attacks that happened in South Africa in 2015.

Origin of views of GL website for 2015			
Ranking	Country	Page views	% of total page views
1	South Africa	51,625	23.30%
2	Kenya	20,582	9.29%
3	United States	17,653	7.97%
4	India	10,279	4.64%
5	Mauritius	10,256	4.63%
6	Zimbabwe	8,488	3.83%
7	United Kingdom	7,585	3.42%
8	Mozambique	6,326	2.86%
9	Indonesia	6,179	2.79%
10	Netherlands	5,969	2.69%

Most views come from people based in South Africa, accounting for almost half of the total page views for the website. This is not surprising given that the organisation is headquartered in South Africa. The fact that four African countries have made it onto the list of the top ten countries to access the GL website is excellent news, as the organisation emphasises its work in Africa. In fact 62,531 page visits or almost one quarter of all page views originated in Southern Africa (the highest for all regions), demonstrating that

GL outreach strategies are working: attracting keen interest in the home region, but also attracting a large number of hits from Africa and abroad.

GL Facebook and Twitter

Breakdown of GL Facebook statistics over time			
	Like	Female	Male
2012	1883	60%	40%
2013	2483	65%	35%
2014	3023	63%	35%
2015	3440	64%	34%

When looking at the path people take to access the GL website, the majority or 64% do so through Google, followed by direct access to the website (22%) and through Bing (4%). This indicates that GL has increased online exposure and appears easily on online search engines.

As at December 2015 the GL Facebook page had garnered total of 3440 followers, up from 3023 the previous year, a 13% increase. This is slower than what GL would wish. This has resulted in a more aggressive new media strategy in 2016. At 64%, GL attracts a higher proportion of women Facebook followers than men (34%). The remaining 2% may comprise who do not identify as either men or women, as Facebook accommodates numerous gender identities for users. Since GL posts are primarily in English, Portuguese and French, the majority of followers speak English, followed by French and then Portuguese. Most followers are of Southern African origin, however GL has many international followers.

From the USA, GL has 271 followers, 109 from the UK and 81 from Canada. South African followers (820) make up the majority, followed by from Zimbabwe (302), from Mauritius (278), Botswana (170) and from Zambia (124). During 2015 twitter followers remained relatively static at 3035 in 2015. As at the end of 2015, GL had tweeted just over 2300 times. GL is also seeking to amplify its outreach through twitter in 2016.


Facebook post reach and engagement varies depending not only on the content, but also the time at which GL posts. Different posts garner varying degrees of engagement- comments, likes and shares. The above post is one of GL's post that had the widest reach in 2015. GL

Post Details

Gender Links

Published by Lian Tarie Nyamwenda (1) · December 3, 2015 ·

Justice is served @ last #OscarPistorius guilty of murder & faces 15 yrs in prison. We celebrate this #16DaysofActivism. No to #GBV #OscarAppeal



Supreme Court of Appeal finds #OscarPistorius guilty of murder #OscarAppeal

Judge Eric Leach announced that the state's appeal in the Oscar Pistorius case was successful.

TIMESLIVE.CO.ZA | BY ERNEST MABUZA, TIMES LIVE, REUTERS, AFP

5,334 people reached

Boost Post

28 Likes 2 Comments 16 Shares

Like Comment Share

Reported stats may be delayed from what appears on posts

5,334 People Reached

96 Likes, Comments & Shares

74 Likes

28 On Post

46 On Shares

6 Comments

2 On Post

4 On Shares

16 Shares

16 On Post

0 On Shares

230 Post Clicks

0 Photo Views

128 Link Clicks

102 Other Clicks

NEGATIVE FEEDBACK

3 Hide Post

0 Hide All Posts

0 Report as Spam

0 Unlike Page

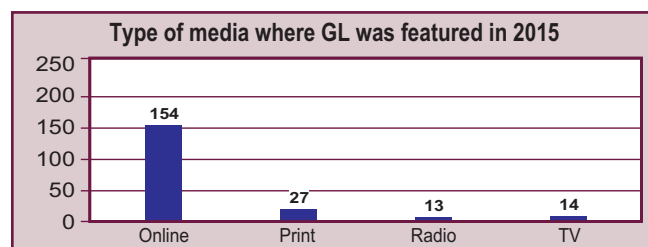
PAGE 122

ANNUAL REPORT 2015

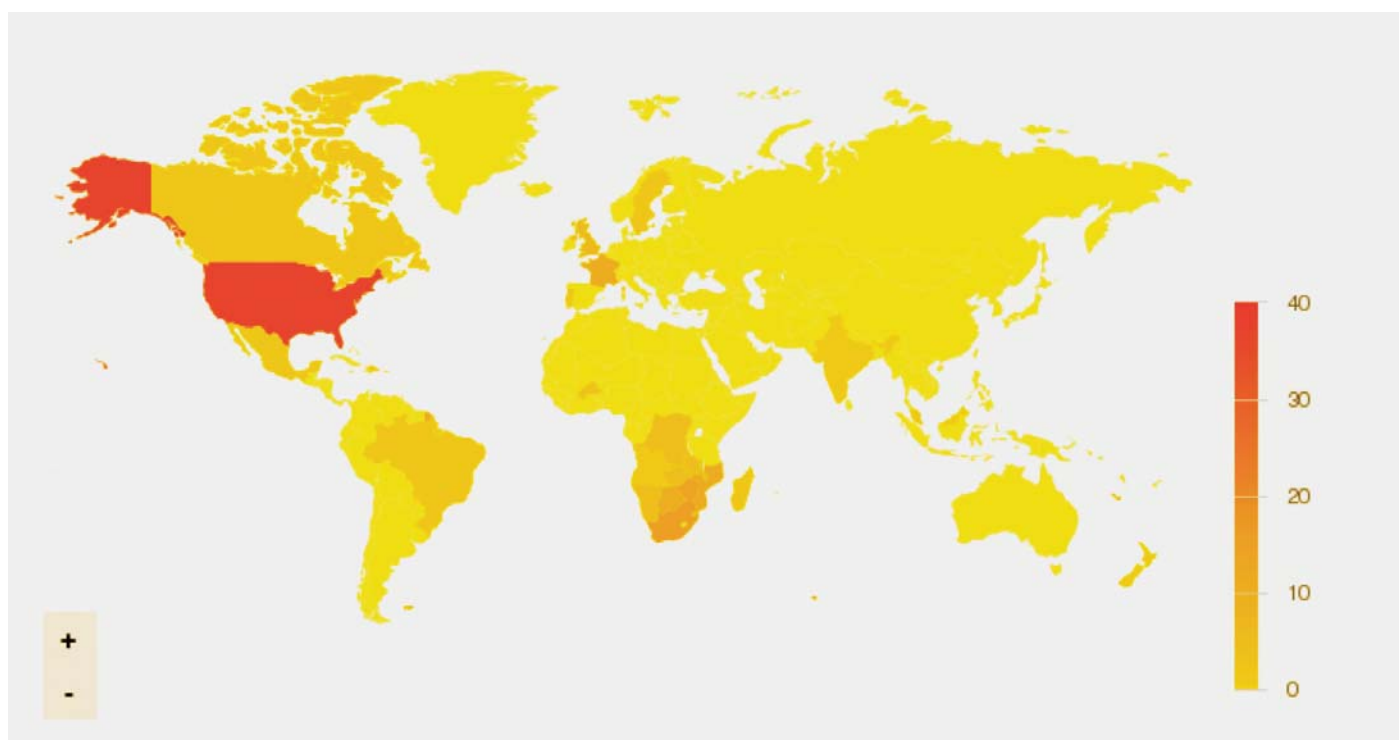
shared a story from the Times newspaper that talked about the sentencing of Oscar Pistorius. It was especially popular because the Oscar Pistorius case had a huge following and also this verdict came about, during the Sixteen Days of Activism Campaign so it had so much significance. It is clear that this issue remains important to many followers, since it garnered a high level of engagement and reached over 5300 on Facebook.

GL in the News

GL places a great deal of emphasis and effort in the use of the media to raise awareness of its work and gender related matters that are of importance. GL views the media as a major player in shaping gender opinions and attitudes in societies. As such, it works actively through these channels to create impact.

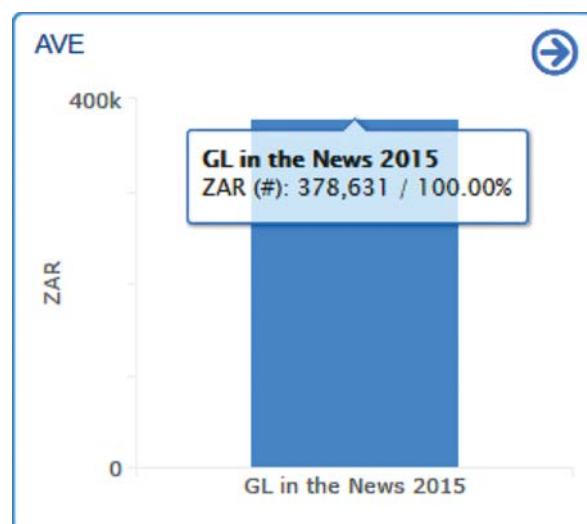


In line with the move towards online access to news, GL used online avenues to highlight its work, appearing 154 times there. GL was also featured an additional 54 times through print, radio, and TV news channels. This means that GL was featured 208 times during 2015. This indicates that GL is able to attract media attention and is contacted in relation to various gender-related matters.



Heat map of people accessing GL news items.

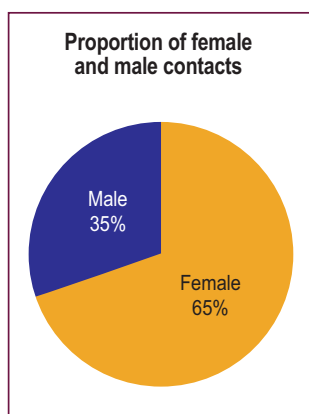
When looking at where GLs online articles are being accessed, the USA has the highest number followed by South Africa, Mozambique, and Zimbabwe, which are countries we work in. These are closely followed by France, Botswana, and Mauritius. Our online articles in 2015 had a potential reach of 40,9 million readers. For 2015, GL managed to get online news space that would have cost the organisation ZAR 378,631.00.



GL List Serve

Over the years, GL has developed a contacts database from people attending its events. This contacts database has continued to grow and is now standing at 18,026 contacts: 65% females and 35% males, consistent with GL's beneficiary data.

Number of new contacts per month for 2015	
Month	New uploads
Carry over from 2014	17134
January	23
February	70
March	183
April	139
May	56
June	23
July	125
August	62
September	129
October	0
November	82
December	
Total	18026



Outcomes

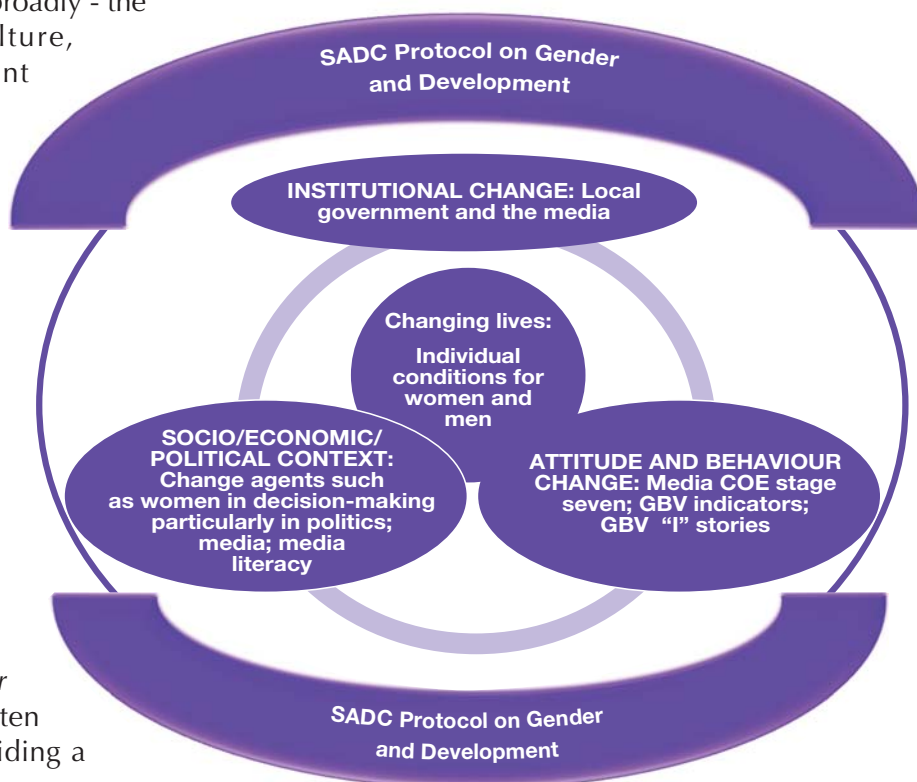
Gender Link's Theory of Change begins from the premise that gender is the most cross-cutting source of social exclusion. Reinforced in formal and informal ways, gender inequality begins in the home; is perpetuated by the family; schools; work place; community, custom, culture, religion and tradition as well structures within society more broadly - the media, new media, popular culture, advertising, laws, law enforcement agencies, the judiciary, local and national structures. Gender inequality is so *normalised* that it often goes unnoticed, including by women who have been socialised to accept their inferior status.

Southern Africa, like many regions in the world, is confronting the chasm between progressive *rhetoric* of gender equality, and the *reality* of major social, political and economic gender gaps. On the one hand, this is the only region in the world to have adopted a legally binding *Southern African Development Community (SADC) Protocol on Gender and Development* with 28 targets in ten sectors to be achieved by 2015, providing a

regional roadmap for the attainment of MDG 3 - gender equality. However, women remain the majority of the poor, the dispossessed, the landless and the unemployed. HIV and AIDS has reversed many of the fragile gains: women constitute the majority of those infected and affected by the pandemic which has taken its largest toll in Southern Africa.

Customary practices undermine Constitutions and laws, sometimes condoning gender violence, one of the most telling indicators of gender inequality. Violence Against Women Baseline Studies conducted by GL in six of the fifteen countries in the region shows that between half and two thirds of women in Southern Africa have experienced some form of violence over their lifetime, up to 20% within the last year.² These studies, which include an attitude survey, show that while the majority of men say they believe women and men are equal, a shockingly high proportion believe that a man has a right to beat his wife. Research showing that women lack voice and choice is corroborated by GL's 2010 Gender and Media Progress Study showing that women in Southern Africa constituted a mere 19% of news sources (compared to the global figure of 25% in the 2010 Global Media Monitoring Project).

GL's vision is 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 SADC Gender Protocol (SGP). GL believes that the *vicious negative cycle of inequality* can be turned into a *virtuous positive cycle of equality*.



SGDI 2014 versus 2015			
Country	2014	2015	Variance
Mozambique	59	65	6
Botswana	66	69	3
Namibia	76	79	3
Zimbabwe	63	66	3
Lesotho	73	75	2
Malawi	58	61	2
Mauritius	77	75	2
DRC	47	48	1
South Africa	78	79	1
Tanzania	68	69	1
Zambia	61	62	1
Angola	58	58	0
Seychelles	82	82	0
Swaziland	67	67	0
Madagascar	61	60	-1
Overall	66%	68%	1

At the **state level** GL, coordinates the SADC Gender Protocol Alliance that campaigned for the adoption and ratification of the SADC Gender Protocol, originally aligned to the Millennium Development Goals that expired in 2015. The Alliance produced a major gains and losses edition of the annual Barometer in 2015. 2015 marked a turning point in the region as the targets of the SADC Protocol on Gender and Development expired in August with major gaps in almost all 28 targets.

The SADC Gender and Development Index (SGDI) used by GL to track progress in attaining gender equality increased by two percentage points from 66% to 68%, one percentage point higher than target. At 82%, Seychelles remained highest. Eleven SADC countries improved their performance, with Mozambique, which has been experiencing rapid growth, leading the way. Three countries remained static but only one (Madagascar) which has been experiencing political uncertainty, regressed. The Citizen Score Card (CSC) that measures public perceptions put progress at 67%, in line with GL's target and one percentage point higher than last year, with women's perceptions at 68% compared to men at 66%. All sectors except the media showed progress (this is because, as explained later in this section, the media data is still being updated). Education and health led the way. Uneven progress on women's political participation despite seven elections in the region in the year under review led to slower than expected progress on this front.

Citizen action exceeded expectation, with 1094 SADC Protocol@Work case studies gathered in 2015, bringing the total to 2953 during district, national and regional summits. Overall, GL has achieved its

target of building a strong coalition around the SADC Gender Protocol. The number of sector MOU's fell slightly short due to several regional NGOs scaling down. However, the Alliance has forged a strong relationship with SADC CNGO, the umbrella network for all NGOs in the region. The strengthening of country networks is creating multiplier effects as these take ownership.

The strong coalition building allowed the Alliance to mount a highly strategic campaign to strengthen gender provisions in the global Sustainable Development Goals, and to use these to lobby for reviewing the SADC Gender Protocol, aligning it to the SDGs, Beijing Plus Twenty and the African Union Agenda 2063. The Post 2015 SADC Protocol on Gender and Development is expected to be adopted at the SADC Heads of State Summit in Swaziland in August 2016. GL has in the meanwhile sought to integrate the targets of the SADC Gender Protocol in its core programme work.

In the **Media** programme, GL achieved its target of working through GAMAG to develop a post 2015 position paper and petition supported by 500 member organisations around the world. Although UN Member States may not be open to new additions before the adoption of the SDGs in September, the campaign has galvanised GAMAG; strengthened GL's work with the Southern African Broadcasting Association (SABA) and ensured stronger gender and media provisions in the post-2015 SADC Gender Protocol.

"I must say thank you and congratulations for all the achievements borne of the hard work of the team you led to last week's events at the Commission on the Status of Women (CSW). It's clear that Gender Links has made a great sacrifice on behalf of the rest of the International Steering Committee, and GAMAG generally."

*Sonia Gill, Secretary General:
Caribbean Broadcasting Union*

In the **Governance** programme, women's political representation in the seven countries that held local and or national elections during the year vacillated.³ However, GL met its target of three countries making progress towards strengthening quotas. In Namibia, the ruling party adopted a 50% quota that led to women's political participation increasing from 25% to 38% in November 2014. Tanzania is strengthening its constitutional quota for elections later this year. GL facilitated a study visit by senior officials from Zimbabwe to Mauritius that resulted in a proposal

for the adoption of a quota for women in local government there.

In the **Justice** programme, despite several political challenges such as political instability and a change of government in Lesotho, GL met its target of working with two governments or provinces (Lesotho and the Limpopo Province in South Africa) to develop costed plans to end VAW using the baseline studies to set realistic targets and indicators. GL exceeded its target of 30 local action plans to end VAW by seven in the six countries where the study has been undertaken. A seventh country, Seychelles, is now undertaking the study. Following the successful launch of the Botswana VAW Baseline Study, the government has approached GL to assist with cascading the study to district level so as to broaden the sample at government cost: a reflection of political commitment. Botswana and Seychelles have challenged GL to extend this from a VAW to a Gender Based Violence Study (i.e. to include men's experiences of violence).

At the **institutional level**, GL integrates the targets of the SADC Gender Protocol into 529 Centres of Excellence for gender in local government and in the media.

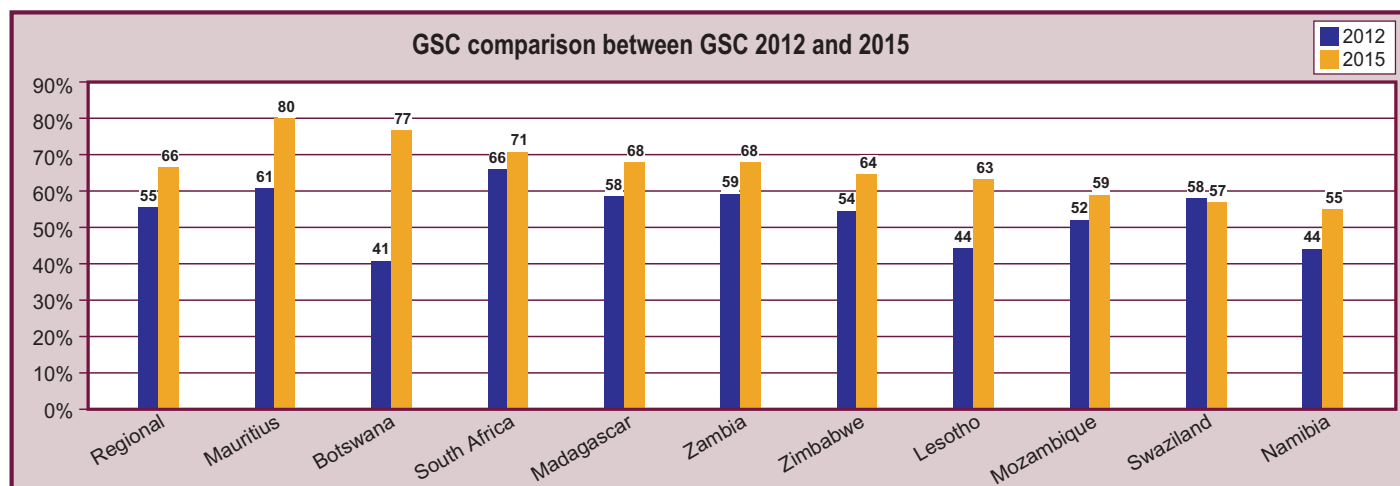


GL is working with 108 media houses (eight more than target) on a ten stage process that gets assessed each year. Two years ago, GL expanded the seventh stage (backstopping) to an additional ten steps on newsroom training thereby bringing the total stages to 19. Stage seven training is tailored around the 10 theme areas of the SGP. Overall, GL COE's completed approximately three quarters of the COE stages in 2015.

The Gender Score Card (GSC) comprises 20 questions used each year to measure the gender responsiveness of media COEs, with more stringent evidence requirements since 2014. The 20 questions cover the key gender and media indicators, namely policy framework, working environment, gender in programming and editorial content and gender management systems.

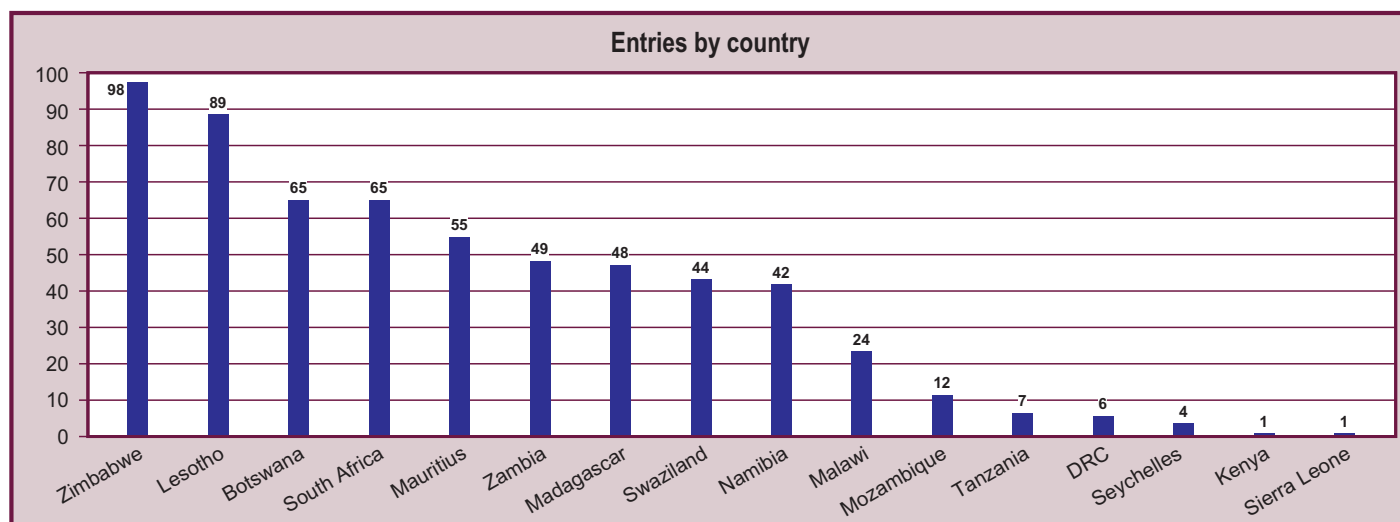
The average gender score for media COE's moved from 68% in 2014 to 78% in 2015, five percentage points higher than the target of 73%. As part of the 2015 stock take, and applying VFM principles, the media programme combined five earlier baseline studies on gender within media houses; in media content; advertising; education; tabloids and radio into one overall Gender and Media Progress Study (GMPS) aligned to the Global Media Monitoring Project. The media programme showcased the COE model at the Global Alliance on Media and Gender (GAMAG) first general assembly in Switzerland in December 2015.

Through the 421 local councils in ten countries that have committed to becoming Centres of Excellence (COEs) for Gender in Local Government, GL reaches approximately 35, 865, 310 people in the SADC region, 26% of the population; a five percentage point increase from the previous year. GL uses a Gender Score Card (GSC) comprising 25 questions to measure gender responsiveness in the councils. In 2015 GL had 15 District Level Summits (DLS) in seven countries and three pre-summit verification workshops in three countries in the run up to the National SADC Gender Protocol Summits. The DLSs provided a platform for 238 local councils that had gender action plans to present their evidence to a panel of judges.

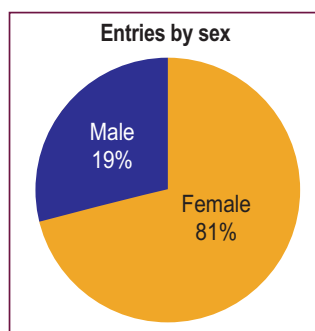


The Gender and Local Government Score Card comprises 25 questions used each year to measure the gender responsiveness of local government COEs, with more stringent evidence requirements during the 2014/2015 verification. Results show an increase from the targeted average of 65% (45% lowest, 80% highest) to the achieved average 66%, (lowest 45% in Swaziland and highest 96% in Botswana). Councils contributed R71 million or 71.2% to COE costs; slightly higher than the 70% target. This is commendable, considering that 75 new councils joined the COE process.

At the **individual level**, GL builds the capacity of Gender Champions and Focal Persons - Drivers of Change - to demand accountability through learning-by-doing. By 2015, GL had collected 713 profiles of Drivers of Change. The MEL team analysed these profiles using 30 measures of change linked to GL's Theory of Change. The tagging and research sought to answer the question: what has changed in the lives of these individuals, and how has that impacted on homes, communities, and on our societies?

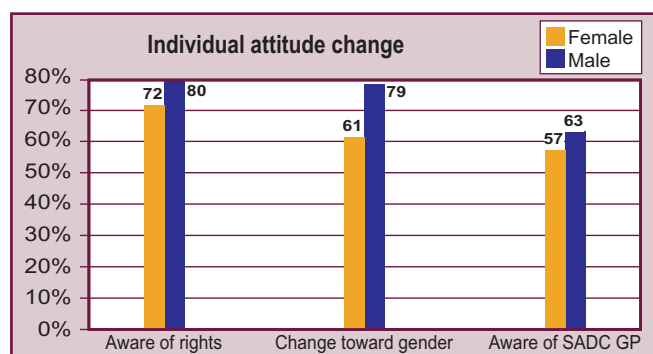


The graph shows that of the 713 Drivers of Change, Zimbabwe (98) registered the highest number, followed by Lesotho (89). The five countries with the lowest number of Drivers of Change are ones where GL does not have an office, but still seeks to do work through partners. Of these approximately one fifth were men, and four fifths women. The proportion of men is slightly lower than GL's overall statistics because as about one fifth of the sample come from the Emerging Entrepreneurs programme, that is targeted solely on women.



Women (72%) and men (80%) cited awareness of rights as the most significant change they had experienced. 61% women and 79% men reported changing their attitudes towards gender. 57% women and 63% men reported a greater awareness of the SADC Gender Protocol. It is interesting to note that "individual attitude change" has been more pronounced by males compared to those of women, who have participated in GL initiatives and were interviewed as drivers of change.

The impact of Gender Links work has also led to people in critical positions providing leadership for change in their communities and the associated change of attitude within their own communities. Gender Links has always included men in its programmes. The following, from an interview with a male driver of change from Lesotho, is informative on the impact of this important area of work.



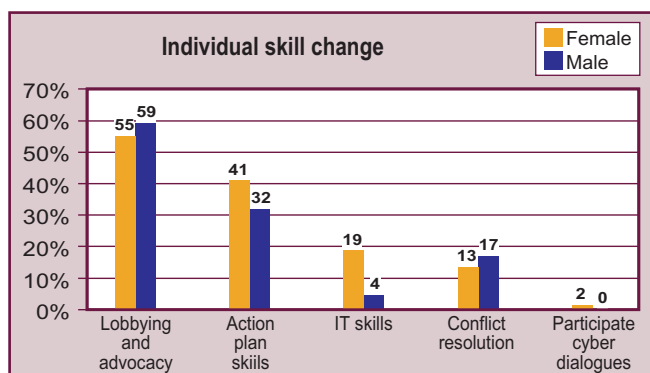


Majalle Majalle, Councillor, Northern Districts Summit, Botha Bothe Lesotho. Photo: Ntolo Lekau

Majalle Majalle said that before he was elected as a councillor he did not want to hear anything about gender issues. He held the view that gender was against men. Later he received an invitation letter from Gender Links requesting a management meeting to be introduced to COE stages. He confessed that he wanted to decline the invitation but thought it might be stupid to decline and decided that he should give Gender Links a chance to come and see what they had to offer... from that day he was already a changed man... "In his village he is a role model, especially amongst the women whose partners he managed to change. He highlighted the fact that it is not easy as some people say he had become more like a woman, but that does not really bother him because he wants to see his village change and for the better... he has seen amazing support from a few councillors even though some are still reluctant... he is looking forward to changing more people's attitudes."

The ability to use new found economic freedom to extract oneself from abusive relationships was a consistent theme amongst women who had experienced GBV and participated in the entrepreneurial training programmes. Clara Muleya, young entrepreneur and Gender Links workshop participant said: "From self-pity to self-sufficient, Clara's Boutique is my testament that a woman can rise from being a victim to a survivor of gender based violence (GBV)."

Gloria Titos of Mozambique spoke about the impact of entrepreneurship training on her position within society: "As I move forward, sometimes I look back and realise how change happened in my life, I see such progress sometimes I do not believe that it is me who struggled for so many years both emotionally and economically. My life has changed and I am committed to changing other women's lives"



55% of the women Drivers of Change reported developing lobbying and advocacy skills; 41% action planning skills and 19% IT skills as a result of their interaction with GL. The results for men are similar, but with a higher percentage of men (17% compared to 13% in the case of women) reporting that they learned conflict resolution skills. These findings support the overall thrust of GL's work: changing the attitudes of men and empowering women.

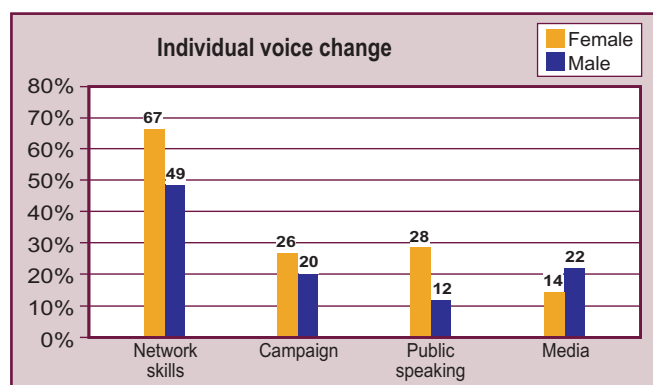
Olebile Moesi from Serowe in Botswana said: "After attending the Gender Links training I developed a passion for this business so much so that I decided to take my business seriously. I saved all the income generated and I kept business records. Now my business has grown and I have gained high self-esteem and that makes me believe in everything I do".



Gloria Titos from Mandlakazi council during the Entrepreneurship assessment in Mozambique. Photo: Gender Links

Lucia Zulu in Zimbabwe added: "I learnt that to remain in business one has to maintain a capital reserve and this should never be used no matter how difficult the circumstances may become. Selling the right product at the right place and time is also another concept I took seriously and applied it in my business. This made a lot of sense to my situation and I also appreciated the importance of record keeping when in business. Everything I had done wrong in the past was corrected. My personal relations have improved significantly. My husband and his family are now coming back to ask for forgiveness and acceptance. I have forgiven them but my friends are discouraging me from taking him back because of the way he mistreated me."

Nathalie Gopee of Mauritius explained, "Gender Links taught me how to solve conflicts (in the family) in a peaceful way. I tried to apply the skills I gained there, and it worked. Now we share the family budget, and we allow ourselves a better standard of living, while still saving more".



67% of women and 49% of men mention the improvement in their ability to network. 28% of the women reflect on the positive change in their public speaking skills. This is often linked to their increased confidence and improved self-image. “The change in my life has influenced the change in people surrounding me and those with whom I work. Although I must recognise that there have been changes in attitude in my community and Party, I would like to emphasise that I still face some challenges in moving the gender agenda forward. We need to join efforts to fight the barriers that are embedded within the cultural systems in which we live, ” says Maria Helena from Mandlakazi in Mozambique.

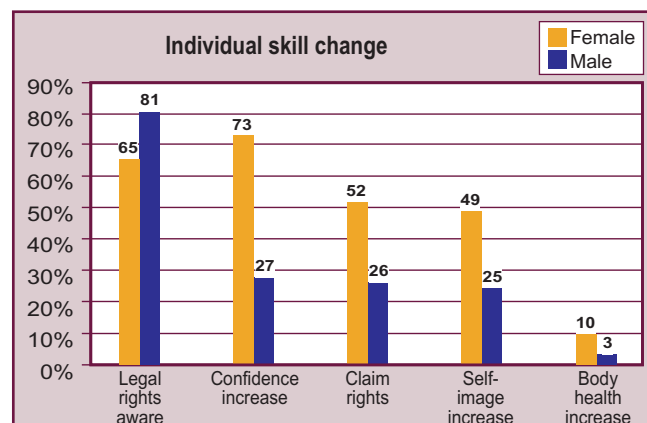


Livhuwani Magidi (right), a South African journalist.

Photo: Gender Links

The role of the media is also an important aspect of the creation of a “voice” on gender issues. Livhuwani Magidi, a South African journalist, describes the GL work as exceptional. She remembers the session on sex and gender. According to her the discussion will

never end and the most interesting part of the discussion happens when a journalist begins to engage the readers or the listeners. “We have the responsibility to inform the readers and listeners and in that way we educate generations to come”.



The analysis of the Drivers of Change showed that while 81% of the men said they had now become more aware of their legal rights, 73% of the women experienced an increase in confidence; 52% said they are now able to claim their rights and 49% said their self-image had improved. “Even with a disability, I just want to show the world that despite my size and my limitations, I can make something of myself” says Nomcebo Dlamini, a survivor of gender violence who has undergone entrepreneurship training in Swaziland. “The Gender Links entrepreneurship programme came as an answer to the challenges that I was facing, it was such an exciting but enlightening training programme which mentored me to be a business woman. I realised that having the determination to do business is not good enough without the relevant business skills”.



Nomcebo Dlamini presenting under the emerging entrepreneurs category in Swaziland.

Photo: Thando Dlamini

¹ <http://www.cdc.gov/epiinfo/index.html>, accessed on 20 April, 2016.

² Violence Against Women Baseline studies in South Africa, Mauritius, Botswana, Zambia, Zimbabwe and Lesotho pamphlet.

³ Four countries experienced slight declines in women's representation in parliament or local government (Botswana, Malawi, Mauritius and South Africa); one achieved modest gains (Mozambique) and two achieved commendable gains (Madagascar from 14% to 21% women in parliament and Namibia from 25% to 38% women in parliament).

Innovation, Knowledge and Learning

By Monica Bandeira - M&E Manager and Jenny Hunter - Knowledge and Learning



Knowledge is GL's password: Governance Manager Mariatu Fonnah during GL's 2015 planning meeting.

Photo: Colleen Lowe Morna

Since making the transition from M and E to Results for Change which brings together M and E, knowledge, learning, innovation, and value for money, Gender Links (GL) has invested greatly in developing innovative systems and tools for data collection and analysis.

Over the years GL has developed a number of online platforms to capture data gathered in the countries it works in. During 2015 GL focused on finding more efficient ways of creating online forms to gather data. GL required customisable, low cost options for this. This resulted in the discovery of Survey Gizmo, a

cost effective online software tested on a number of projects and found to work well as a data gathering tool. It also allows for data to be extracted into report or excel sheets for further analysis. Besides the major Value for Money financial gain, this tool also allowed GL to internalise its ability to create, manage, and administrate its surveys. The software has also enabled GL Services to create customer-specific surveys quickly. As an example below is the one created for the African Development Bank, which included a French version of the Organisational Gender Score Card survey.

Select another language



AFDB ORGANISATIONAL GENDER SCORE CARD

- Date
- Name
- Surname

Survey Gizmo software also allows us to create customised reports on the data collected and to share this with others in different online and offline versions.

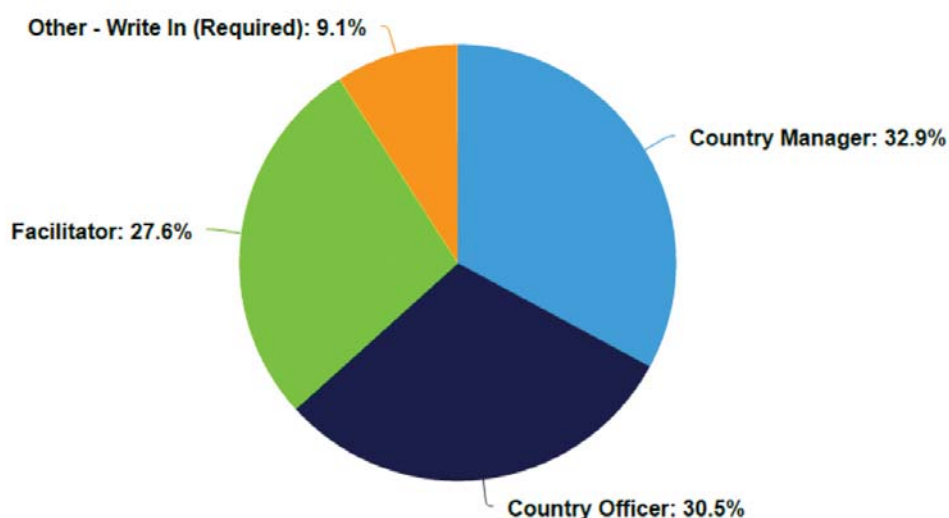
surveygizmo

Overall Results - Segment Report

Summary

Individual Responses

1. Designation



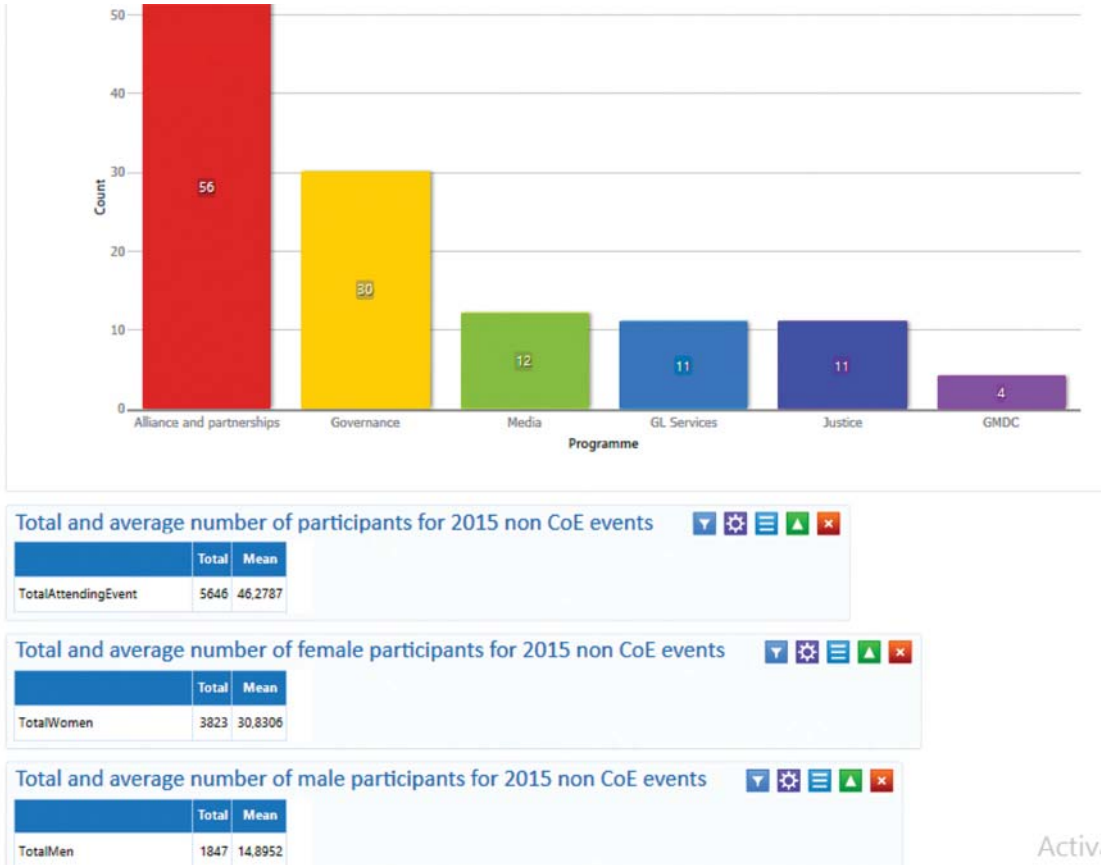
Some online surveys have been created for internal purposes and are not accessible by the public. These serve an important project tracking and research data collection function. These included the Gender Empowerment Index (GEI), the Assessment of Council

Support, and the Supplementary GEI which were used to assess the impact of our entrepreneurship development project with women survivors of GBV. By gathering the GEI at the beginning and at the end of the project GL has been able to assess its impact.

GL has also expanded its support to other organisations through exploring the degree to which they are gender sensitive. The Organisational Scorecard was developed as a way for staff from these organisations to rate themselves and the organisation in relation to gender and has proved to be a useful starting point in exploring this issue with organisations. The Organisational Scorecard is also available on the GL website and produces a number of reports on the data collected.

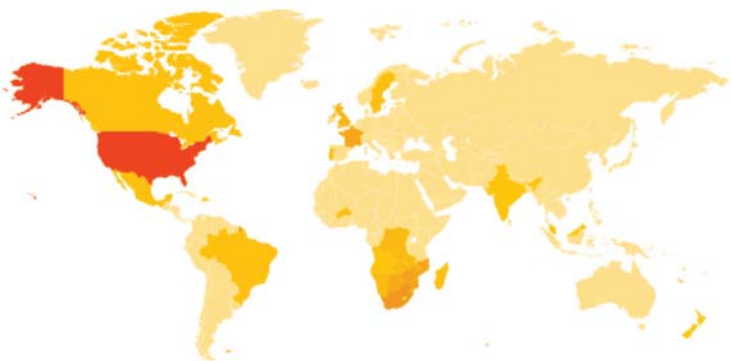
GL continues to improve on the way it gathers data regarding programme work, through the development

of a new system using Epi Info. This has improved the efficiency and effectiveness of monitoring and tracking implementation. As an example, the work GL does with over 400 councils in ten countries is tracked on Epi where each council has a record where data about it and all events or workshops conducted with them are captured. An exciting part of using Epi Info is the ability to create customised reports based on information captured on the system. Over 100 reports have been created that look at the different data at different levels, from overview to country-specific (image below).



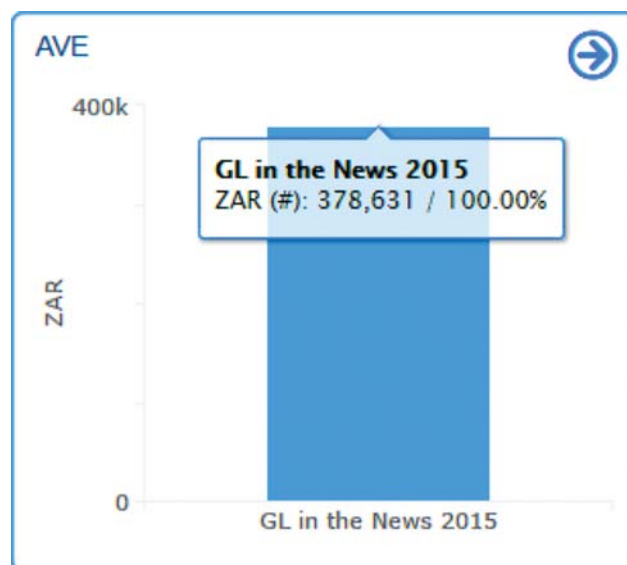
Heat Map

It is important for GL to monitor the extent to which its work reaches people. This is referred to as outreach and much of this involves monitoring the extent to which GL is mentioned in the media. GL has obtained detailed information of its online footprint through a service called Meltwater News. The graph illustrates the information GL is able to obtain regarding where it appears online.



Additional information such as how much it would have cost GL to buy the space it got in these publications is also now available. For 2015, GL managed to get online news space that would have cost the organisation ZAR 378,631.00.

In 2015, GL expanded its use of SharePoint as a communal workspace. It is now common for documents to be placed online for editing or updating. This has decreased the amount of time taken to integrate comments or changes from several people. Given that the organisation works across 10 different countries, this kind of platform is vital to our work.



The screenshot shows the Gender Links Intranet homepage. The top navigation bar includes links for Office 365, Sites, and various departments like Governance, Finance, HR, IT, Communications, Wellness, Directory, RFC, Green Office, and Weekly Planner. The main content area features a "Photo gallery" with a photo of three women in traditional attire, a "Welcome to the Gender Links Intranet" message, and a "GL Staff Calendar" table.

Gender Links Intranet

Photo gallery

Welcome to the Gender Links Intranet

You can click on the top links to access the **GL Policies** on Governance, Finance, HR, IT and Communications.

Check out the **GL Staff Calendar** - it lists public holidays, birthdays GL events. If you want to send someone a birthday wish, click on their name or their picture.

You can also start new **discussions** by clicking on the + sign or contribute to existing discussions by clicking on the title and and reply to the post.

If you have any feedback for us or want to add pictures or contribute in any way, please email website@genderlinks.org.za

GL Staff Calendar

Start Time	Title	Email GL Staff member	Category
2015-05-01 00:00	Labour Day		
2015-08-09 00:00	South Africa: National Women's Day		Public Holiday
2015-08-09 16:00	South Africa:		Public Holiday

Knowledge

GL is a learning organisation that produces major research every year (such as 15 country and a regional Barometer on progress towards achieving the targets

of the SADC Gender Protocol). The table overleaf illustrates the ways in which GL collects qualitative and quantitative data for learning purposes.

Learning level	Quantitative	Qualitative	Tools
Output	Number of events Number of participants By country, sex, and programme	Participant feedback	Epi Info
Outreach	Website Facebook Twitter Media statistics	Media articles mentioning GL Use of GL publications Drivers of Change	Meltwater Google Analytics Google Scholar
Outcome	Gender Attitude Survey Gender Score Cards for media and local government Partners feedback survey Value for Money data	"I" Stories or first-hand accounts Testimonial accounts	Online surveys Survey Gizmo
Impact	Citizens Scorecard SADC Gender and Development Index (SGDI)	SADC Protocol at work case studies	Online surveys

Researchers are becoming increasingly reliant on the use of search engines to identify published material within their area of interest. In many cases this identified material is used to inform their own research and is included in their references. With the increasing use of electronic publishing, it has become relatively easy to identify the number of times an article has been cited or the number of times material on the internet has been "opened" by using search engines.

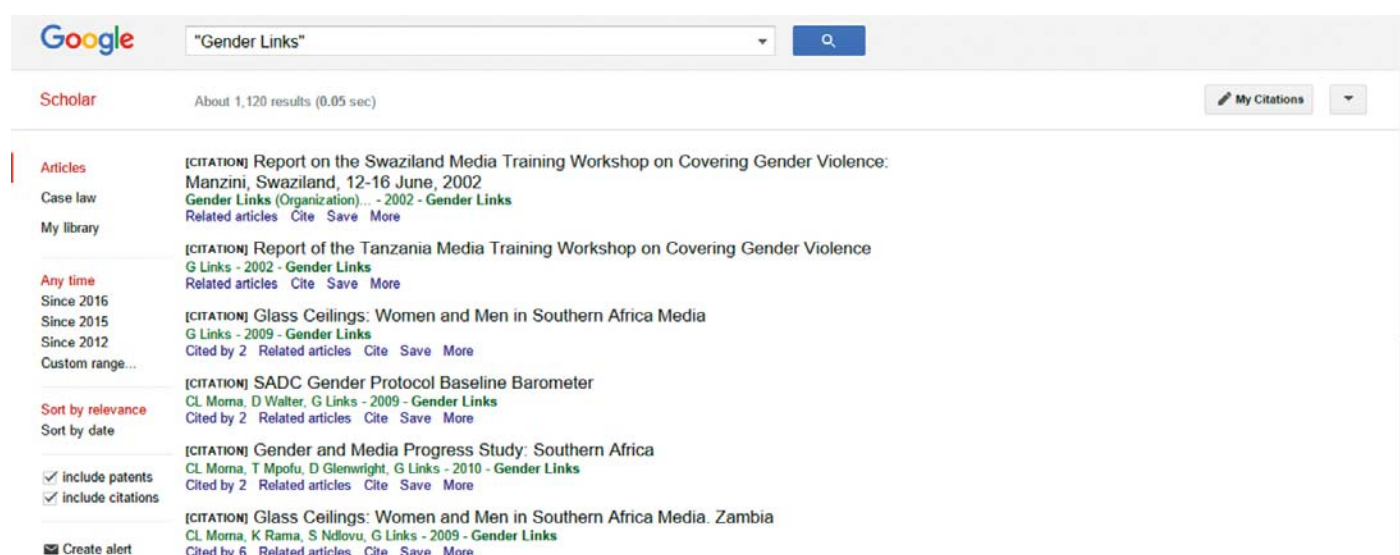
Whilst GL cannot pre-determine the way individuals use search engines, improved meta-tagging of documents on the Gender Links web site will facilitate access to our important resources and ensure that the knowledge retained by Gender Links is effectively used. This will be supplemented by the growth of our database of universities and key opinion formers in the relevant academic fields and regular targeted information on new and existing resources using e-

newsletters/blogs and social media. It will also be necessary to look beyond Google Scholar to ensure that the increasing numbers of academic search engines are used in such a way that Gender Links material is easily found.

The exponential increase in the use of search engines by academics, researchers and activists has been paralleled by the electronic publishing of Gender Links material. This enables us to have a unique insight into whether Gender Links is a relevant reference point on gender not only in the SADC region, but internationally.

Findings

In 2013 a simple search on Google Scholar for "Gender Links" yielded just over 700 results. In 2016 the same search yielded over 1,100 results, a 57% increase.



GL has previously acknowledged that this type of search is largely anecdotal. However, it is a good indication of how those who are using search engines, such as Google Scholar, recognise the importance

of the research undertaken by Gender Links. All of the top "hits" are for citations relating to academic work undertaken by GL.

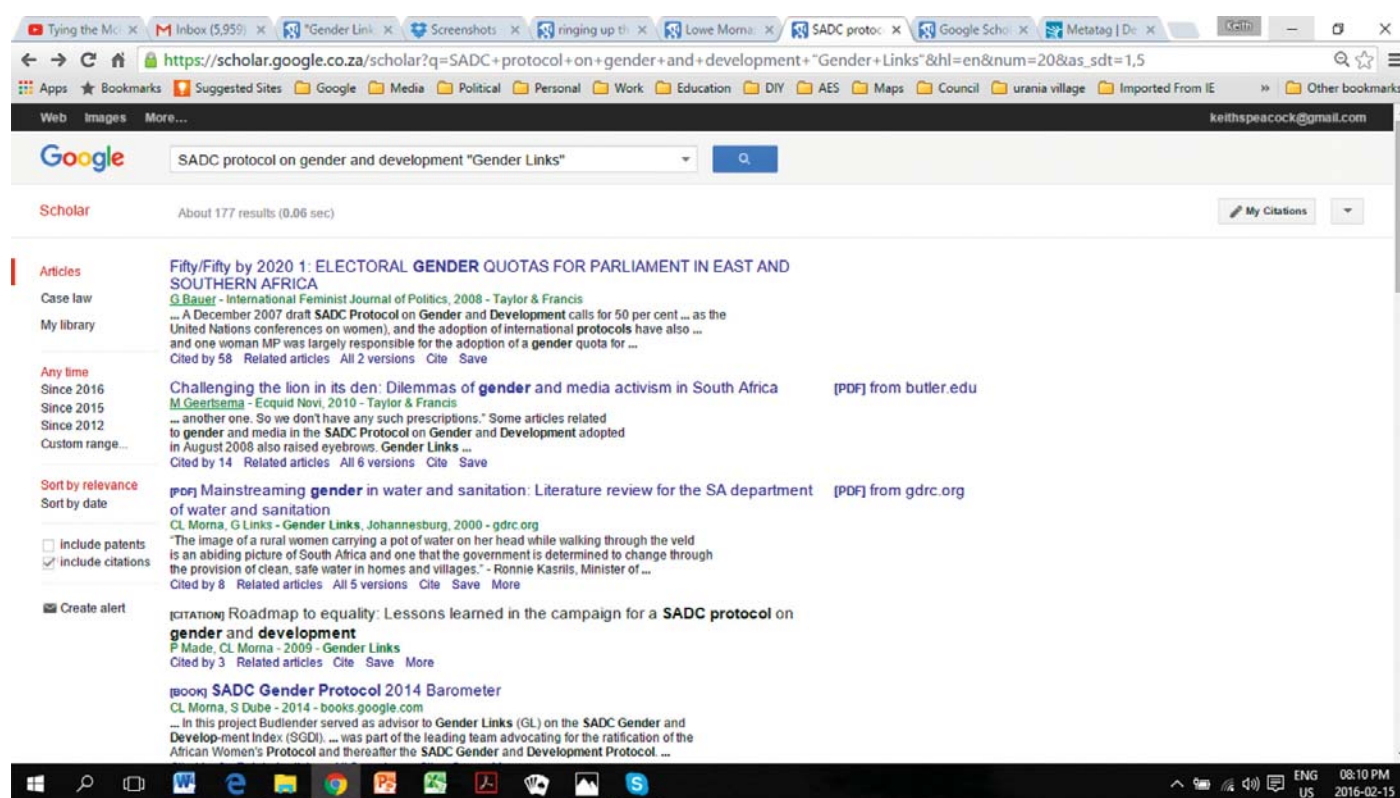
A different search for “Gender Links” using the main Google engine, more commonly used by non-academics, yielded over one hundred million results. While some of these might be quite tangential, all of the first two pages relate directly to the work of Gender Links. This shows that the HTML tagging on GL's various platforms ensures that a direct request by the end user will be able to identify and access the correct site and, by definition, review the correct materials.

It is not only recent material that is cited in academic publications. As Gender Links moves towards its 15th birthday, “Ringing the Changes”, first published in 2004, has, in 2016, been cited in thirty eight publications. Fifteen of these were in the last three years, which shows the continued relevancy of Gender

Links' early documents and how they have become critical reference points in any gender dialogue.

A Google Scholar search for “SADC Barometer” returns six of the top eight hits as Gender Links publications, whilst a search for “SADC Protocol on Gender and Development” returns Gender Links material in the top five most viewed materials. The first page of 'hits' are documents almost exclusively authored by Gender Links, which gives a sense of the level of research output of the organisation.

When this search of “SADC Protocol on Gender Development” is extended to include “Gender Links”, it is not surprising that the search results are almost exclusively produced by Gender Links. However, this search does clearly show the depth and scope of the material produced across a significant sample of the countries in SADC.



There is little doubt that Gender Links is generating quality research, which is being taken seriously and recognised in the academic community. Gender Links publications have been cited 200 times since inception. There has been a progressive, if uneven, annual increase in citations especially in the last three years.

It is also important to note the importance of the “multiplier effect” of being cited in publications, as this impact is often unrecognised. Any publication that cites Gender Links material is in turn read and cited in other publications, often without reference to the original source materials. This multiplier effect, whilst not statistically quantifiable, means the impact of the original research is far greater than the number of direct citations seems to indicate.

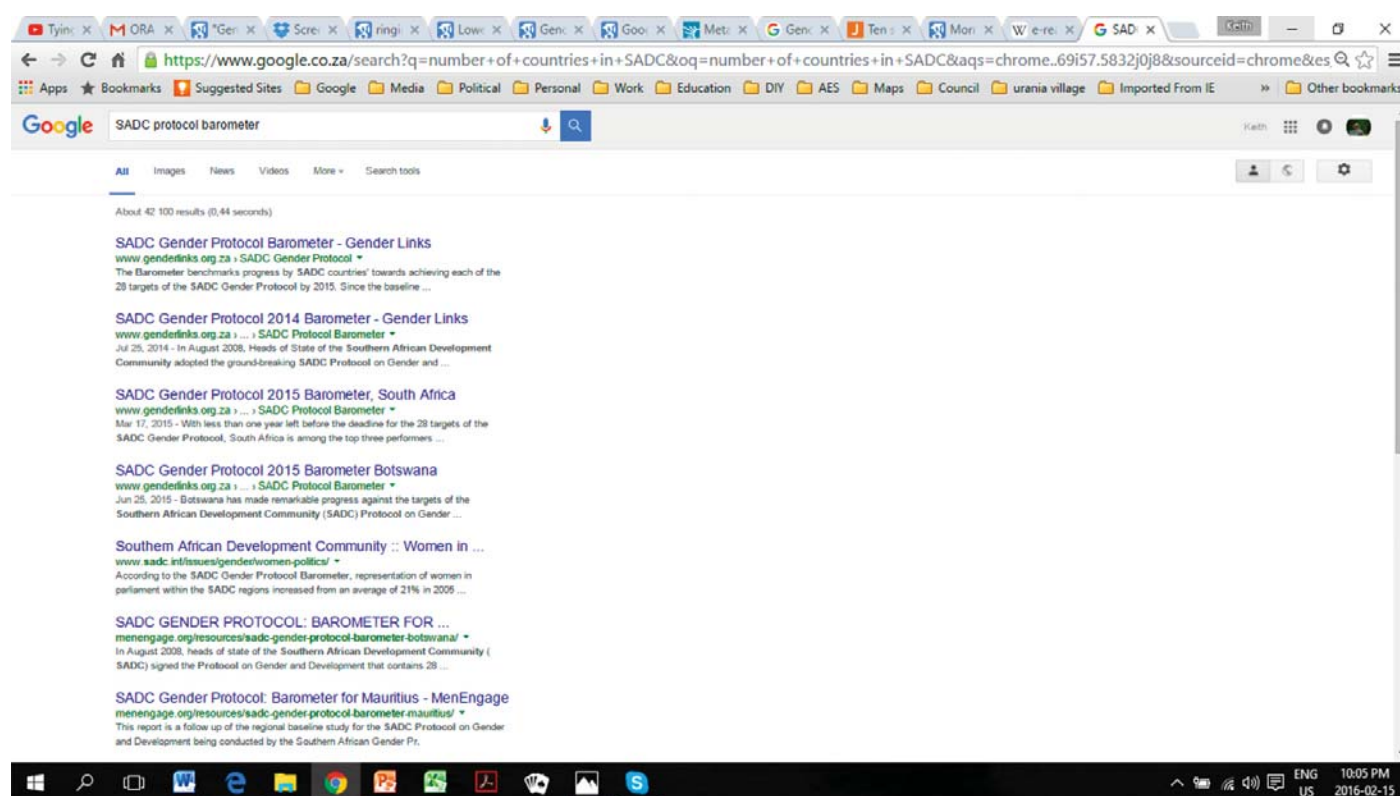
Whilst citations are important within the academic environment, especially those that have been peer reviewed, often policy documents do not use a citation methodology to acknowledge research. This is a challenge in assessing the impact of the research of Gender Links and other organisations. It has previously been noted that Gender Links research and methodology has had a significant impact on policy formation and implementation. For example, the UN Office on Drugs and Crime uses the Barometer in its own research. Civil society organisations in India model their citizen monitoring mechanism on the Barometer and local government centres of excellence have been formed in Fiji. The ability to identify this type of impact from initial ground breaking work by Gender Links is difficult. More research is needed to ensure that we can identify the value chains and the retention of this information as an integral part of Gender Links knowledge management.

The number of publications that are citing Gender Links documents is not always a good indicator of

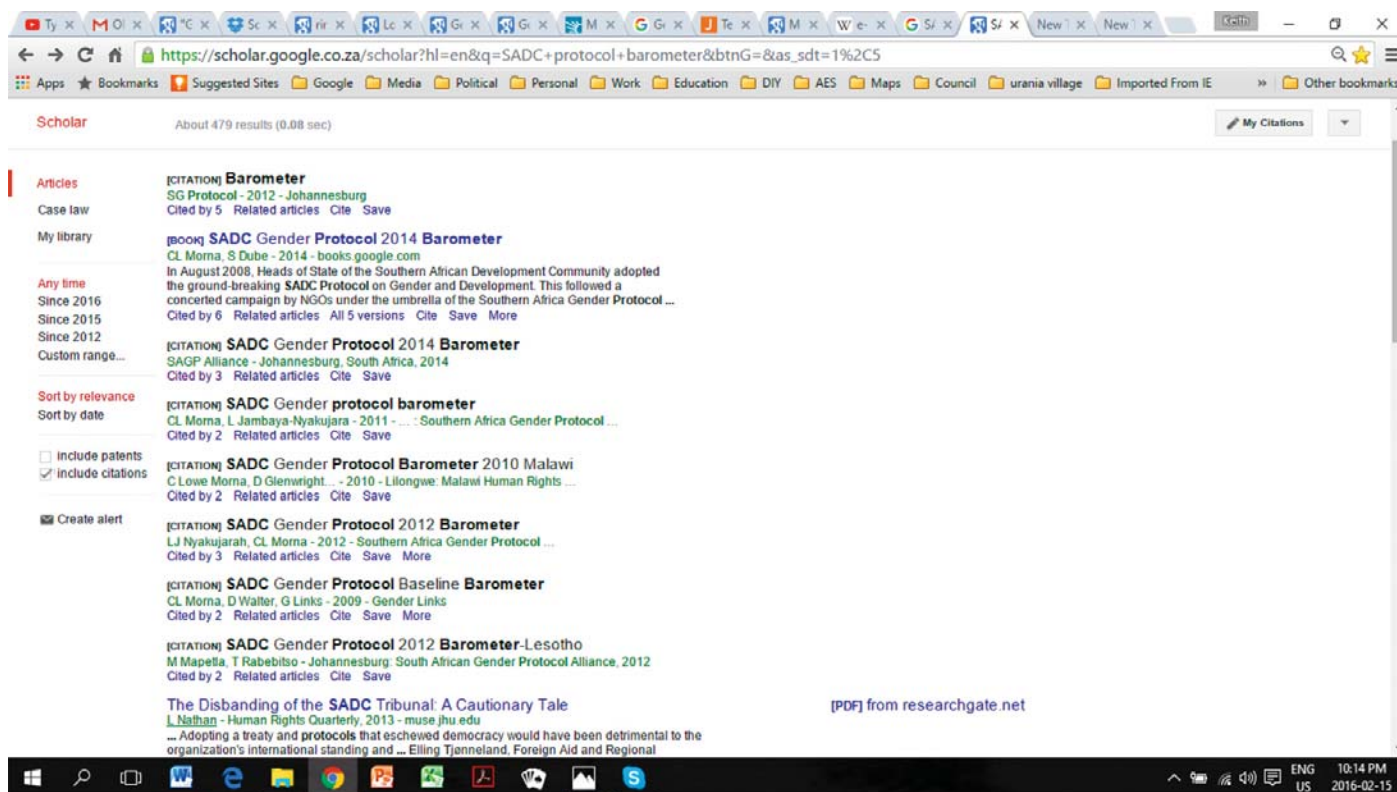
the quality of these publications and their impact on future research and policy. Further evaluation of the impact that Gender Links materials have had in this critical area is needed.

The four most cited documents shown under Google Scholar are presently, *“Ringing up the Changes: Gender in Southern African Politics”*; *“The war at home: Gender based violence indicators project”*; *“Gauteng Research Report. Johannesburg, South Africa”*; and *“Whose News? Whose Views? Southern African Gender in Media Handbook.”* This is a reflection of the diversity of Gender Links work.

The annual SADC Gender Protocol Barometer appears to have not previously been easily accessible by search engines as there are few citations. The 2014 Barometer, however, has been cited six times under Google Scholar. However, a general search in Google under “SADC Gender Protocol Barometer” results in 42,000 results with Gender Links dominating the first pages with the highest number of hits.



A search in Google Scholar for “SADC Gender Protocol Barometer” gives 479 results, again dominated by Gender Links publications. Ironically, the citations for this publication are not included in the overall citations for Gender Links publications (see above), because of the nature of its classification.



The material produced by Gender Links is diverse and not necessarily specifically targeted at an academic audience given that a significant part of our work is within the communities we serve. In the future Gender Links is increasing its focus on knowledge management and how the organisational knowledge developed over the fifteen years of Gender Links life can be rationally stored, easily retrieved and disseminated to an ever widening audience who

can in turn be empowered to effectively use that knowledge to make a real impact.

Learning

An important part of learning for GL is how we learn from others. The table below maps the other Learning Partnerships that GL belongs to and how these enhance sustainability.

Learning groups	Brief description	Formal mechanisms	Informal mechanisms	Effects and contribution to sustainability
PPA Gender Working Group	Global PPA partners.	Periodic meetings.	Regular E Mail exchanges.	GL has improved and refined its Theory of Change.
DFID SA	Local DFID office	GL invited to run a "teach in" on the new Gender Equality Act for International Development.	Frequent exchange of E Mails on DFID and GL priorities, especially on VAW.	GL is well networked with DFID in the host office and country operations, where it is also eligible to apply for funds.
The Alliance Network	Network of 15 country and ten theme clusters that champion the SGP.	Lobbying, research, media and advocacy training linked to annual meetings.	Frequent alerts sent by members, eg a controversial provision in the rape law in Mozambique.	Ownership by members of the network has been enhanced (see Part One, Section 6, Beneficiary Feedback); networks now raising their own funds.
Media and Local Government COEs	400 institutions that GL works with on gender mainstreaming.	Annual verification and "Learning through Listening" papers.	Study visits and exchanges.	45% increase in COE fund raising and allocations for gender work in 2012/2013.
The Gender and Media Diversity Centre	Media development and training institutions	Biannual meetings, monthly seminars, online journal.	Alerts on gender stereotypes in the media.	Dynamic learning and sharing centre linked to the global Gender and Media Alliance led by UNESCO that will sustain momentum on gender and media work.
Institutional	GL staff, associates and Board.	Annual <i>Learning Journey</i> - reflection by all staff.	Monthly "brown bag" lunches on various topics.	These sessions provide a well of ideas and inspiration for GL work.

COE councils have initiated several exchanges that are adding vitality to gender responsive local governance such as the study visit from Zimbabwe to Mauritius. Grand Port, the council that won the summit prize for best COE last year hosted a study visit for all councils in Mauritius. The University of Limpopo arranged a study visit for its students to GL.

The Southern African Learning Partnership (SALP) that GL coordinates has prioritised peer review as an action area this year. SALP aims at creating spaces and opportunity for sharing among organisations based in Southern Africa. The first step GL took was

to do an online survey with the organisations involved in SALP to determine if they valued being part of SALP, if they would like to continue to participate in SALP and how, and to identify the themes they would like to focus on as a Learning Partnership. SALP organisations were interested in a number of topics, with the top three being Innovation, Value for Money, and Measuring Results in Empowerment and Accountability. These were further discussed with the organisations that decided to focus on Peer Evaluations as the main topic of exchange for 2015. A meeting was then held where organisations shared their own experiences with peer evaluations.

PEER EVALUATIONS	
Requirements for success	Brief description
Joint planning A shared vision and goals between the organisations A clear rationale for the peer learning initiative Purpose of the initiative - What it intends to achieve/ deliver Clear membership to the initiative/ group Scope of areas for learning and proposed activities Management of meetings (Frequency, timing, chairing, minute taking etc.) Learning is underpinned by programme principles: Reflective Practice and Collaboration & Knowledge Sharing	Benefits Value for Money - Cost saving as peers are used for free or lower cost than external consultants More openness between the organisations for critical reflection Recommendations embedded in contextual and organisational knowledge and understandings Strengthening of relationships between peer organisations

Internally, the organisation has also developed ways of gathering information regarding its institutional effectiveness and the 360 degree evaluations that occur annually. By improving the systems for data capturing and analysis the organisation is able to produce useful outputs that facilitate engagement and integration into work. Internal learning continues to be emphasised in GL with several platforms created

for this. On one hand, internal seminars take place on different themes during the year, allowing people to share learnings and creating space for debate on challenging topics. During 2015 GL focused on disability. GL continues to produce a collection of learning journeys from staff. These are powerful narratives from each staff member regarding something they learnt during the year.

INSTITUTIONAL EFFECTIVENESS



Vivien Bakainaga - Human Resources Manager



Ricardo Sibanda - Administrative Assistant



Josephine Chinyamakobvu - Housekeeper



Abigail Kandengwa - Procurement Officer

Total number of GL staff	50 staff members
Sex disaggregation	35 women (70%) and 15 men (30%)
Geographical set up	Head office in South Africa 9 Country offices in SADC region
Staff demographics	Staff originate from 13 countries
Outcomes	Staff development, staff retention and employee wellness

15 years of service

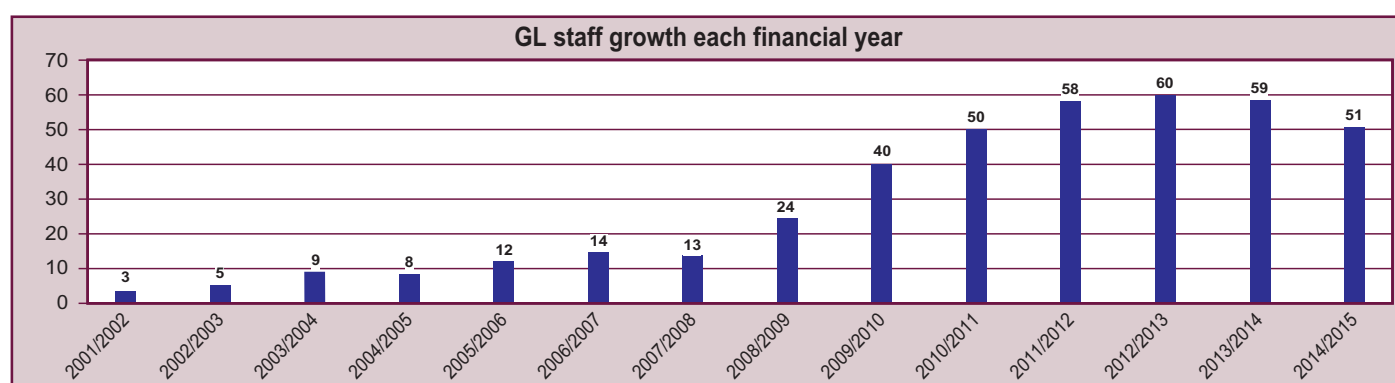
1. GL has registered ten offices.
2. GL owns its Johannesburg offices, and these have almost tripled in value since their purchase.
3. The offices are well secured; in fifteen years GL has never had a major break in.
4. GL staff have increased from two to between 50 and 60.
5. GL has an alumni list of over 50 Drivers of Change who have worked and grown with the organisation.
6. Dozens of interns and volunteers have worked with GL and wear the pink T shirt with pride. Many interns have gone on to take up full time posts.
7. The GL brand is highly prized in NGO circles as a result of on-the-job applied training that includes finance, IT, gender and M&E.
8. Nearly one third of all staff are men, and most staff are relatively young (an average of 33 years).
9. Every year for the last 15 years GL has recognised staff achievements through annual awards.
10. GL offers annual health check-ups and a flexible medical aid scheme.
11. GL's wellness programme integrates body, mind and soul, with a strong emphasis on going green and the environment. GL's "going green" policy is leading us steadily towards a paperless office.
12. Annual team assessments show that GL strikes a reasonably good balance between task and maintenance, resulting in a winning team.
13. GL has worked with over 350 consultants and associates throughout SADC region.
14. GL has developed good Human Resources, Finance, Communication and IT Policies compliant with the laws in all SADC countries.
15. GL has stayed abreast of IT developments through moving to Microsoft 365, and ensuring high speed Internet, using skype for business and many other innovations.



Corporate services staff team building.

Photo: Colleen Lowe Morna

Staff and work place



As illustrated in the graph, from a humble base of three staff, GL grew to a peak of 60 in 2013. This figure has since reduced to 51 at the close of 2015.

GL Staff Profile following the acquisition of the Cottages						% change
Year	2011	2012	2013	2014	2015	
GL Staff Members	43	43	51	45	38	-25%
GL Cottages Staff	9	10	9	10	12	33%
Total	52	53	60	55	50	-17%

As illustrated in the table showing staff figures since the acquisition of the GL Cottages, while the GL Cottages staff complement has increased by 33%, GL staff have declined by 25%. Overall, the full time staff complement has reduced by 15%. This is directly correlated to the funding uncertainties reported on in the funding and sustainability sections of the report.

GL has been proactive in managing staff reductions through natural attrition and closure of contracts, rather than retrenchment. Staff who resigned were not replaced. Where projects closed with no immediate prospect of further funding, GL did not renew these contracts.

The GL Cottages absorbed three GL staff while GL Advisory Services absorbed two staff. This indeed showed the wisdom of GL's diversification strategy as it provided a way to retain good staff. It also accounts in part for the increase in GL Cottages staff.

Through such measures, GL has been able to retain staff morale, even when some staff (in countries) went on short contracts during this wait-and-see period.

GL has devised various means to leverage its human resources, including out sourcing and using qualified students who contribute to GL whilst they are also gaining experience. Country offices that are struggling to raise in-country funds have been scaled down to project sites. As a bottom line, GL has matched its human resources to available funds to avoid legal, financial and personal crises.

Despite funding constraints, GL has come up with strategies for staff **retention**. These include a job evaluation exercise, benchmarking against other non-profit organisations through the Averile Ryder accredited global reward specialists that carry out non profit organisations salary surveys. As a result of this exercise, and the effects of the falling rand, the GL Board approved the quoting of all staff salaries in dollars on a trial bases starting in 2015. GL continues to review its flexi-time policy consistent with technological advances, personal considerations and the effect on productivity. GL average length of service is 3.89 years, which is higher than the global average of 3 years, and satisfactory for an organisation with a high proportion of young and relatively mobile staff.

Diversity

Gender

Sex disaggregated data of GL Staff												
	2010/2011		2011/2012		2012		2013		2014		2015	
Women	40	80%	41	70%	44	75%	47	77%	44	75%	36	70%
Men	10	20%	17	30%	15	25%	13	23%	15	25%	15	30%

The table shows that over the last five years the proportion of men working for Gender Links has vacillated from 20% to 30%. In the year under review the proportion of men increased from 25% to 30%.

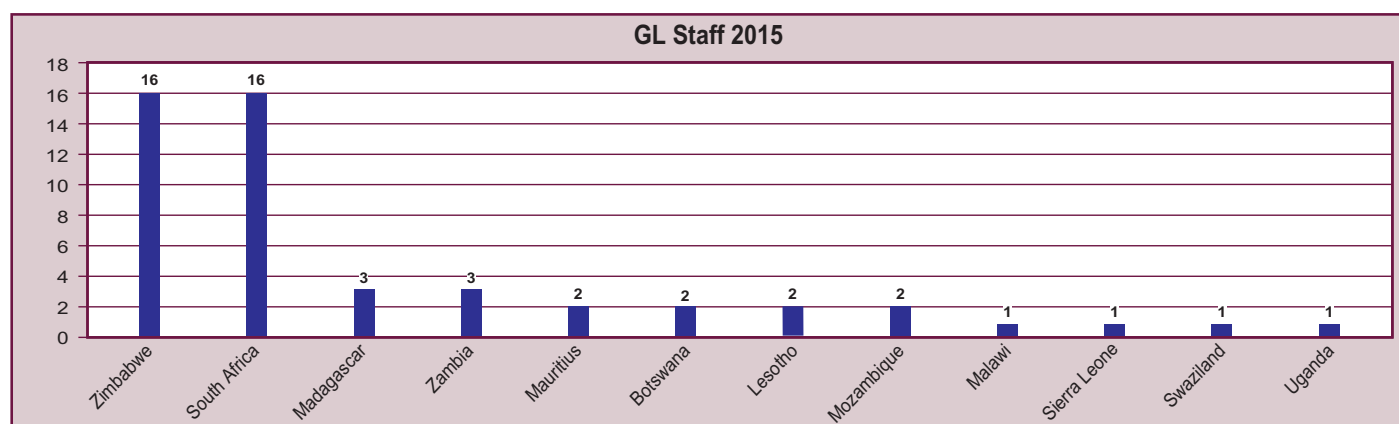
Disability awareness

Disability has from the outset featured in GL's work as a key theme in the Sixteen Days of Activism on Gender Violence. 3 December, which falls in the middle of the campaign, is the International Day of

the Disabled. GL also collaborates with several community-based disability organisations in its local government work. A GL Services gender audit of Sense International in East Africa in early 2015 brought the issues into sharper focus. GL held an internal Google Hangout following the assignment to agree on a more systematic way of mainstreaming disability into all areas of its work. The table below summarises the range of internal and external measures being taken:

INTERNAL		PROGRAMMES	
TOC	GL is reviewing its Theory of Change to be more explicit about the intersection of gender with a range of diversity concerns, including LGBTI and disability.		
GL - NGO	GL HR has drafted an internal policy on disability as it applies to staff members, recruitment criteria and overall organisational awareness and commitment.	Alliance	GL through the Alliance has included gender and disability in the Post 2015 Agenda campaign.
GL Cottages	GL's lodge and training facility, located in a green haven but on a steep piece of land, requested the Gauteng Provincial Association for Persons with Disabilities to conduct an audit and propose cost effective solutions for making the property disability- friendly. This will now be conducted at GL offices.	Media	Media coverage of disability and its gendered dimensions has been added as one of the questions in the GMPS. The GLNS frequently carries stories on gender and disability.
GL Services	Sense International expressed interest in developing a gender aware disability attitude survey, modelled on GL's Gender Progress Score. GLS is taking this forward.	Governance and Economic Justice	The Gender Justice and Local Government programme plans to incorporate disability in local gender action plans and score cards. Disability will continue to be highlighted in Sixteen Day Campaigns.
Results for Change	GL is reviewing its Theory of Change to be more explicit about the intersection of gender with a range of diversity concerns, including LGBTI and disability.		

Country of origin



GL staff come from 12 countries, 48 from SADC region, one from Sierra Leone and one from East Africa (Uganda). South Africa and Zimbabwe have the highest numbers of 16 respectively. The average age of GL staff is 38 years.

Capacity building

GL identifies, maps and grows leadership talent within to improve overall staff capacity, knowledge, skills to deliver GL objectives. GL places importance on individual staff development and gives five days leave for relevant study. On-the-job training is encouraged

and staff who came in as interns have gone on to be managers. GL promotes a culture of learning, knowledge, performance and accountability. The systems embedded within the performance management system encourage staff to continue improving in their careers and identify any areas that they would like GL to support them by ways of mentoring, coaching and capacity building. Staff have been trained on new systems to strengthen institutional systems, knowledge management to ensure smooth transitions from the old system to new system.

In-house and External Training undertaken during 2015

Course	Date	No. of people trained	Trainer/Service provider
SharePoint Training	19 & 20 January	12	Monica Bandeira Shamiso Chigorimbo
EPI Info; M and E	23 January	8	Monica Bandeira Fanuel Hadzizi
Finance Workshop	26 January	10	E-ssist
Value for Money	26 January	15	CEO
Pastel training	27 January	10	Miso Dhlwayo Emmanuel Kellias
Website Training	27 January	6	Simon Shall
Fundraising and writing workshop	28 January	15	CEO
VIP Payroll	2 - 3 March	1	SAGE VIP
ESS Training	12 May	10	SAGE VIP
Premier HR Training	22 - 24 June	1	SAGE VIP
Intranet and Web pages	5 August	10	Simon Shall
Centres of Excellence Pages on Website	8 September	10	
Procurement Module in Pastel	9 September	10	Head of Corporate Services and ESSIT
Procurement Module	5 - 7 October	1	SAGE VIP

What I learned in 2015: Quotes from GL's annual Learning Journey



Learning by doing: GL staff and associates march for gender justice.
Photo: Colleen Lowe Morna

"I look forward to learning new things in 2016. Things like Epi Info, pivot tables and charts are some of the amazing tools I have already learnt from the M&E manager and I am looking forward to a fulfilling year full of many lessons". *Fanuel Hadzizi M and E Officer*

"In GL we are always learning new things which has been growth to me as a young woman in my career development. EPIInfo programme, is a system that we record or upload all our activities, it is such a wonderful system that there is never a day it let us down. Amazing results and reports are being drawn from it and I was able to share some of the results with the councils and they were so excited about it. It felt so good when people are able to engage and

appreciate the work we do". *Ntolo Lekau, Lesotho Programme Officer*

"At GL you get to learn new things or get to do old things in a new way. You just have to have a passion for learning. GL is indeed a place where you can grow. I am looking forward to continuing on this journey with GL". *Claudia Rakotonirina, Madagascar Programme Officer*

"My writing skills have greatly improved since joining GL and also my people skill in general. I am able to relate to people from all walks of life. I have built relationships with high ranking government and private sector officials. The highlight was being invited for the opening of the last session of parliament in November 2015. This helps in expanding the GL networks and cementing its relevancy in Botswana". *Gomolemo Rasesigo, Botswana Country Manager*

"I have learned to take responsibility and to take initiative to make sure that the Lesotho office continues. I have now taken to heart the words of Thomas A. Edison when he says; "Our greatest weakness lies in giving up. The most certain way to succeed is always to try just one more time." I might not have secured any funds to date but what I have learned is I will continue trying again and again and will never give up. I now know that this is certainly not the end but a rebirth". *Mabetha Manteboheleng, Country Manager Lesotho*

"Mme Colleen is an invaluable boss, one learns to work quickly, when it is serious working hard, and when playing hard it is indeed wellness. Several deliverables by COBs make ones day and life interesting. I have become confident in my area of expertise and possess institutional knowledge that has been invaluable." *Shamiso Chigorimbo, Researcher and Executive Assistant*

"GL has also taught me to read widely to keep abreast with new information, and statistics. This is important when preparing for workshops and meetings. Sometimes a participant may throw a question that demands detailed responses and when that happens you must not be found off guard". *Kevin Chiramba, Senior Programme Officer Zimbabwe*

"Working with GL has changed my life in the way I see and appreciate what one has and has to offer in society. During the flow review project in Swaziland I dropped a tear when gathering testimony from one of our women entrepreneurs on how GL has changed her life for the better. This was a tear of sorrow for the abuse she endured in the past. Her story shrunk

my skin; no person alive deserves what this strong woman went through. This tear turned to one of joy when she spoke of the happiness she is now living because of GL's intervention". *Thandokule Dlamini, Communications Officer*

"My key learning in 2015 was that it was important to invest in a healthy personal and working environment and teams to be able to tap from positive energy within and around me and gain the needed strength to persevere in the quest for effecting social change". *Mariatu Fonnah, Governance Manager*

"Plan, plan, plan. This is what Mme Colleen will say all the time if there are words that I remember telling us will be those words. The funny part of it we are so used to hearing but we take it for granted but let me tell you planning made my life easy. At the beginning of the year I was expecting a grandchild overwhelmed with the expectation I had to plan how am I going to handle all the responsibilities". *Susan Mogari, Governance Officer*

"Working at GL enabled me to become very meticulous and methodical. Now, I plan well my monthly expenses at home before the end of the month. I opened files for all invoices such as electricity, a box to put all important documents for the children". *Zotonantenaina Razanadratefa, Madagascar Finance Officer*

"When I received news that two proposals that we had worked hard on were unsuccessful, this really affected me personally. It was the first time in my professional life that I felt a sense of failure. But on reflection, I told myself that I have to learn from this situation in order to bounce back. I have to take a little more time to write up a project, quality time with a clear head to understand donors' expectations well and write accordingly. I equally have to do a little more research concerning how other organisations operate". *Ialfine Papisy, Director Franchophone*



A time to reflect: GL CEO Colleen Lowe Morna with the Madagascar office.

Photo: Gender Links

Interns and Consultants

Country	Name	Male	Female	Period
Botswana	Mboy Maswabi	1		Sep - Nov
Lesotho	Liemiso Koetlisi		1	Jan - Aug
Madagascar	Safidy Randrianarisoa	1		Mar - Jun
Mauritius	Caunhye Sakina		1	Mar - May
	Sheistah Bundhoo		1	May - Dec
Mozambique	Jessica Tgreja		1	Feb - Dec
	Dorca Bugye		1	July - Sep
Namibia	Veronika Haimbili		1	Feb - Jun
Swaziland	Nsosisa Nkwanyana		1	Feb - Dec
Zambia	Aubrey Sakuwaha	1		Feb - Dec
Zimbabwe	Loverage Nhamyebonde	1		Jul - Dec
Head Office	Ricardo Sibanda	1		Feb - Aug
	Paula Nkabinde		1	July - Sep
	Shamiso Nyasvimbo		1	July - Sep
	Josefine Jacobsson		1	Oct
Total		5	10	

The interns provide a valuable contribution to GL and vice versa. In 2015, GL had 15 interns, 5 male and 10 women. In small offices, the interns assist with administration and programme work, which is a win-win for GL, with talented students who offer new knowledge and skills to the workforce. GL makes a concerted effort to encourage male interns so that they get involved in gender work. GL has 2 staff members who have joined as full time staff after completing their internship.

In October we had an intern for 3 weeks from one of GL partners in Sweden, the Institute for Journalism and Media at the University of Gothenburg attached to the GL Media and Communication programme. GL partnered with International People's College Denmark (IPCD) who sent 11 students to visit GL head office on 5 November 2015 to learn more about GL work and visited one of our partners in Orange Farm South Africa. In future IPCD would like to have an exchange training programme with GL where an intern is sponsored to visit Denmark for six months.

Consultants

Programme	No. of Consultants	Male	Female
Alliance	28	2	26
Entrepreneurship	5	1	4
Governance	35	9	26
Institutional	2	2	0
Justice	2	1	1
Media	62	18	44
Monitoring, Evaluation and Learning	1	1	0
Total	135	34	101

GL's full time staff statistics understate the full extent of human resource support that the organisation draws on for its work. In 2015, GL employed the services of 135 consultants, about two thirds (101) of whom were women, and one third (34) men. The media programme (62) has the highest number of consultants. Each year GL updates its consultants data base. This is now kept in the Pastel Evolution Customer Relations Module, from which useful data will be drawn for analysis in the future.

"The weeks I spent with Gender Links offered great learning. My stay involved contributing to media monitoring for the Global Media Progress Study (GMPS) survey. This gave me a comprehensive fast-lane insight into the Southern Africa community. I also got the chance to contribute to the preparations for the GAMAG General Assembly. Since both my Swedish supervisor, researcher Maria Edstrom, went to Geneva in December, the work at GL gave that trip an extra dimension.



"I worked closely with GL Media Officer, on our common work with Global Media Monitoring Project (GMMP). She wrote the South African report while I wrote the Swedish report. I met up with the people at Media Monitoring Africa (MMA), who are also involved in the GMMP.

"I got insight into the GL media activities during the Sixteen Days of Activism, as well as the impact of the SADC Gender Protocol Barometer. And I got to draft an analysis framework for qualitative LGBTI media monitoring in East and West Africa. A very good learning experience! It has been great getting to know GL team and getting an insight into the fantastic work that you are doing! There is a great cohesiveness at GL that you should be really proud of. Hopefully we'll keep in touch as I am planning for a future within the field of media and gender".
Josefine Jacobsson, Sweden

"It's been a long journey with GL since 2014 to 2016 every year we learn something new. Throughout my

stay I have learned to appreciate Gender as an integral part in development. My duties include updating GL website, taking pictures and videos, administering and capturing M&E during workshops, help with IT skills and video editing. This to me is empirical data that determines whether our programs are making an impact. I had opportunity to learn more on Development programs and apply the knowledge gained to my daily life. Through Gender Links I was invited my Men and boys for a short Course to learn Basic Digital film making and advertising skills and Techniques where I was awarded a certificate".
Mboy Maswabi, Botswana



"I studied at the National University of Lesotho; I have a degree in Public Administration and Sociology. I learned a lot about gender mainstreaming work that Gender Links does with Local government councils and through its annual Districts summits and National summits. I have also gained knowledge acting as the finance officer on how to prepare requisitions on pastel and reconciliation, posting work on SharePoint. I have moved out of my comfort zone, having done programmes work for almost 4 years and now branching to finance was a huge step and extremely exciting as I learned a lot of new things. At the beginning keeping the finance records was very challenging as it was something I had not done before and do not have the qualifications".
Liemiso Koetlisi, Lesotho

Physical infrastructure

GL HQ is housed in two former houses which provide ample office space. The different departments are located together for good communication flow. The regular maintenance and repairs of the building keeps it in good condition, creating a conducive working environment. GL maintains a guest room in one of the houses. Most offices have direct light and office plants are placed in most of the offices. As part of GL's going green policy, offices are now virtually paperless. GL is fitting energy saving light bulbs around the premises and has devised plans to reduce water and electricity wastage.



Collecting clothes for donation at the GL offices.

Photo: Thandokuhle Dlamini

Staff wellness programme



GL staff playing sports at the GL Cottages.

Photo: Thandokuhle Dlamini

GL has designed a staff wellness programme that encompasses body, mind and soul to promote a healthy work-life balance. Staff wellness enhances work life balance through team building activities, health talks, financial advice, physical and exercise participation for those who are interested. Staff are encouraged in their teams to have activities that enhance teambuilding. When country staff visit head office and when board members are around we organise activities that we do together. At GL we celebrate birthdays, new babies, marriages with well wishes and staff contributing to buy gifts.

Wellness team activities in 2015

Date	Activity
24 January	Ridge Walk
30 January	Hennops River
7 February	Walter Sisulu Botanical Gardens hike and picnic
21 March	Northern Farm
28 March	Yvonne Chaka Chaka show celebrating 50 years
18 April	Ezemvelo Nature Reserve
15 May	Marvin Gaye Show
16 May	Whispering Pines Walk and Braai
6 June	Whispering Pines
25 July	Hike in Swaziland Malalotja - Hadedda Camp
8 August	Magaliesburg Hike
24 September	Heritage Day celebrations
10 October	Maropeng Cradle of Humankind Outing
11 October	Biking Eco mobility Festival
6 November	Comedy Show Chester Missing
9 November	Celebrated Spring with Country Staff
26 November	Songs of Jazz town at Market Theatre
7 December	African Carols in CBD Johannesburg
12 December	Uitkyk Hiking trail in Hartebeespoort
16 December	Botswana end of year celebration
18 December	Lesotho end of year with partners

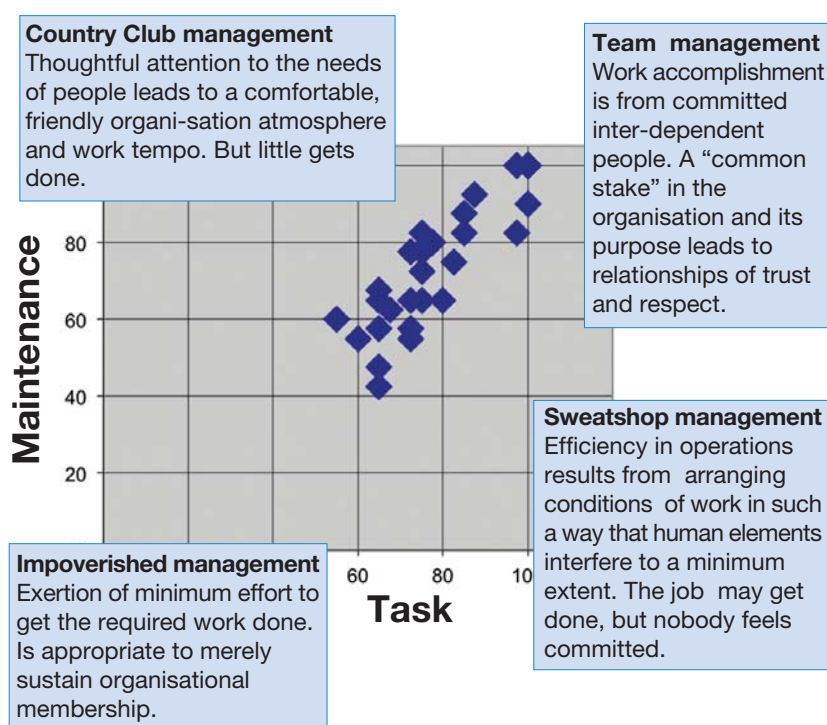
Team assessments

Breakdown of team scores

Task Score	78
Maintenance Score	74
Creativity and Innovation Score	78
Overall score	76

Each year, GL undertakes a team assessment to check on team health. This consists of an online survey that is undertaken anonymously by staff. The 2015 results show a healthy team, with all staff who responded to the survey falling within the "winning team" quadrant. At 78%, task is slightly higher than maintenance (74%). Creativity and innovation score 78%. The overall score is a relatively high 76%, although there is always room for improvement.

Management Grid



Electronic Infrastructure

By Albert Ngosa, Senior Information Communications Technology Officer



Albert Ngosa

The Gender Links Information Technology (IT) Department is responsible for the establishment of information technology (IT) policy and planning, for IT procurement and contracts, and for providing the computing and telecommunications infrastructure for all information systems technologies within the organisation. This report reflects the continuing evolution of Information Technology

mission and the activities conducted by this organisation for the year 2015.

Importance of IT to GL work

IT is an important tool to optimise GL operations and conduct information exchange. IT has proven beneficial in knowledge and experience sharing both internally and externally. It enhances the effectiveness of organisational processes and systems. IT reduces distance and has the potential to multiply the number of beneficiaries reached. Over the last year GL has invested heavily in its IT infrastructure.

GL strategic objective - 2014	IT strategic priority	Milestone - 2015
Design, procure, install and maintain a superior information and instructional technology infrastructure that supports all GL organisational functions.	Maintain and Improve the Core Infrastructure.	Migration of all HR and Financial systems to a cloud based solution.
Develop and implement administrative policies that directly support staff initiatives and programming.	Support and Enable Administrative Information Systems and Business Intelligence.	Adoption of a range of digital tools and services like Sharepoint, to improve ways of working.
Capacity building and staff development	Support and train internal technology Users.	Users have been trained and are utilising remote service solutions.
Information management	Maintain and Enhance Information Security.	Enhanced password protocol to safeguard the enterprise data and systems from unauthorized access.

Gender Links launched its IT Strategy in 2014 with a commitment to implement new ICT solutions and consequently enhancing efficiency in the organisation. This is the second year of the strategy and we can report that a number of significant commitments and targets have been achieved with good progress towards achieving the others. Since the strategy was published there have been major changes in Gender Links approach to technology and digital services. These are entirely consistent with driving improved sustainability for the institution and its partner's technology.

The move to cloud based-solutions provides opportunities for greener and more efficient solutions. There is a strong central commitment through the GL Ways of Working (WOWs) initiative to ensure that Gender Links staff have the modern tools they need to enable them to work effectively together and with partners. New greener digital technologies and working

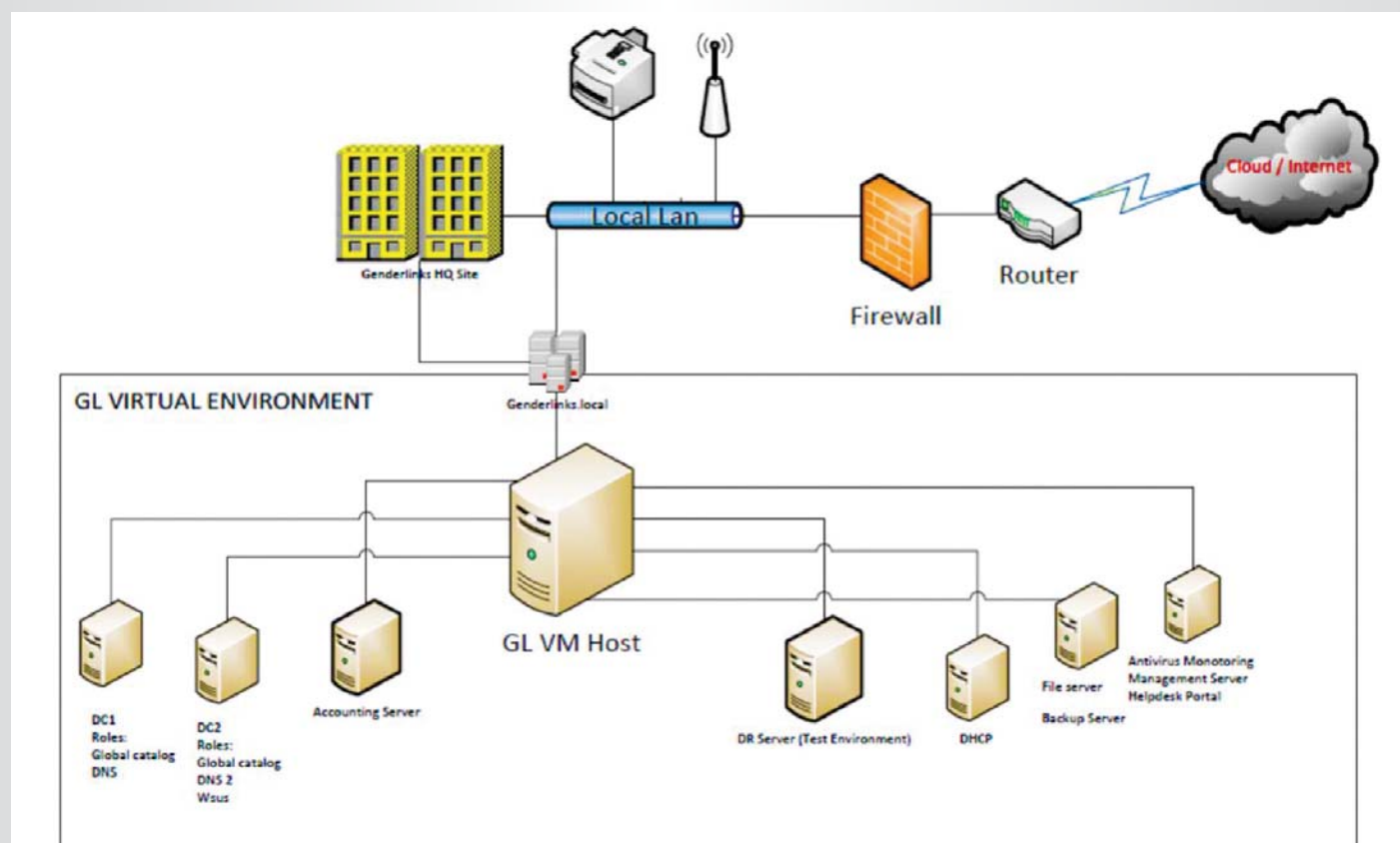
practices will help do just that, as well as improve the quality of deliverables by providing more timely and inclusive change.

GL departments are adopting a range of digital tools and services to improve the way they work. The access, processing and storage of their data and information, and taking initiatives to reduce sustainability impacts across the ICT lifecycle of the assets deployed is being appreciated. GL Staff are being provided with access to a wide range of collaborative working tools from shared working spaces to video and audio conferencing facilities and social media, allowing them to work together and with partners, at a wider range of locations. This has facilitated not only more efficient working practices and more timely outcomes, but also helped to reduce travel costs by allowing staff not to have to travel to meetings.

The implementation of the remote service system and provision of Electronic-HR and Finance systems is driving sustainable savings and efficiencies by removing physical infrastructure downtimes. This

service also allows GL employees to work in more flexible and collaborative ways by enabling access to their ICT services from anywhere in the world.

Gender Links current Virtualised Infrastructure



The Share Point and cloud environment is being utilised to promote green computing, saving 4000 sheets of paper (per month) with online reports while increasing accessibility and convenience. This also helped in minimising data centre power, network and space demands by virtualizing computing Infrastructure.

Gender Links spends a substantial amount of money each year on printing, including the support and maintenance of printers across five central departments. The ICT department adopted the Sharepoint solution to reduce the amount of printing.

Security

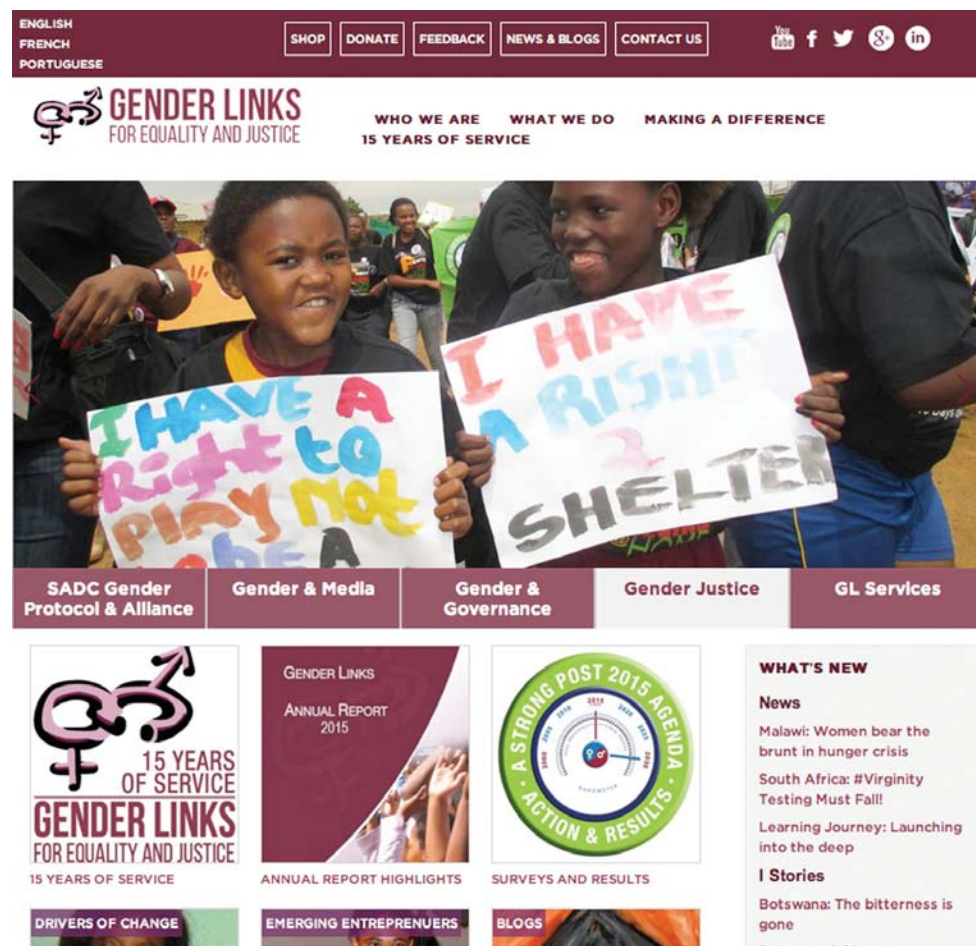
Gender Links is in the process of developing a comprehensive information security program that includes security awareness training for all staff. Currently, the IT department works to safeguard the enterprise data and systems from unauthorized access, modification, or dissemination to ensure its availability, confidentiality and integrity.

The current GL security protocol covers the following defined Gender Links assets:

- **Information:** Databases and data files, configuration setups, contracts and agreements, documentation and manuals, operational procedures and plans, audit trails, logs, archives.
- **Software assets:** Network and information systems software, application software, software for subscribers, development tools, operational tools, operational software.
- **Physical assets:** Facilities, switches, cables, terminal equipment, network and information systems hardware, network equipment, removable media.
- **Services:** Computing services, network services, general utilities such as power supply, temperature and humidity control.
- **People:** Gender Links staff, IT staff and service providers.

The above have been classified as assets which, when breached and or failing, can have a negative impact on the security or continuity of electronic communications in the organisation. In the past two years, Gender Links in partnership with Hambisana Technologies have implemented a new statistical records system on the Linux server using Symantec EndPoint Protection (SEP). The IT department can now gather

and track metrics of infiltrations on server and network computers. On top of that, Gender links has deployed an effective network and computer antivirus, which helps track, clean and block any suspicious infiltrations on the network. As a way of safeguarding institutional data, a Guest access point was established to allow Gender Links visitors on the network but without access to any institutional drives.



Website upgrade

In 2014 Gender links embarked on a website upgrade as the Content management system (CMS) had become obsolete. GL used this opportunity to update the site to a modern design. The new site has an easy-to-manage interphase, with good social and multimedia integration, as well as the capacity to display dynamic data. The project has been implemented by Cape Town-based Creative Spark using Word Press.

Key considerations in the move to a new website

- The website should not be static, it should be engaging and interactive.
- The website should be driven by one database that has a common set of parameters and that can be easily searched across functions and across the three websites.
- The content management system must be geared towards ensuring maximum and automatic cross linkages between a vast array of information sources.
- The content management system must be able to handle large volumes of files, including sound and video, and to be geared towards multi-media functions.
- The ability to make E sales for example of publications and photos.
- Easy to use tools for gathering regular data for monitoring and evaluation.
- Easy to maintain. Programme staff should be able to maintain their sections of the website with minimal assistance.
- Training in use of the system should form part of the tender and should be available on an ongoing basis.
- Back up support should be readily and easily available once the system is functioning.
- The system should be compatible with all major softwares; easy to upgrade and sustainable for several years to come.

Date: 29 April 2016
Reference: 2016-0013/LK/fw/mp
Subject: Letter of Reference on Gender Links

Dear Sir/Madam,

I have come into contact with Gender Links as one of the grantees of the MDG3 Fund and its successor Funding Leadership and Opportunities for Women (FLOW). FLOW is one of the largest, public donor funds in the world that is aimed at the promotion of women's rights. FLOW has been established by the Dutch Ministry of Foreign Affairs in 2012 to succeed FLOW's predecessor, the MDG3 Fund that ran from 2008 until 2012. Gender Links has received substantial funding from both the MDG3 Fund and FLOW, to a total of approximately € 6 million in the period between 2008 and 2015. As managers of both the MDG3 Fund and FLOW, our experience in working with Gender Links goes back to 2008, and we have always positively assessed Gender Links as a highly professional and dedicated organisation with whom we have had good working relationships.

Gender Link's FLOW project "Supporting implementation of the national and local action plans to end GBV" is aimed to contribute to the Southern African Development Community (SADC) Gender Protocol target of halving gender violence and giving women equal access to economic opportunities (as well as documenting the link between the two) in 100 Centres of Excellence for Gender in Local Government across the region. The project has officially ended in December 2015 and has had significant impact.

The project has included activities such as trainers-of-trainers workshops, building local cadres willing to drive the gender agenda within their councils and communities, strategic partnerships with the Ministries of Gender, entrepreneurship training and increasing the understanding of councils on GBV and economic justice.

The FLOW team has the highest regards of Gender Links as a reliable and dedicated organisation, implementing impressive work that has a major impact on the promotion of women's rights. The project for example resulted in a reduction of GBV experienced by 85% of participants in the entrepreneurship development activities, and an increase in women's representation in local governments and council administrations.

By focussing on the link between economic empowerment and reduced GBV, as well as the fact that local councils were actually made responsible for implementing gender and GBV action plans, Gender Links proves to have an innovative and effective approach to the promotion of women's rights.

Therefore, I fully recommend Gender Links in their application [REDACTED] to End Violence against Women.

I trust that I have informed you sufficiently. If you have any questions, please do not hesitate to contact the FLOW team at info@flowprogramme.nl or by telephone: +31 (0) 88 792 94 55.

Yours sincerely,



Friso Wiegman
Team Leader FLOW

Finance and Sustainability



Bhekiwe Ncube - Head of Corporate Services



Dudu Mazibuko - Senior Accountant



Mathabo Uoane - Senior Finance Officer



Fuzakazi Mqungwana - Finance and Admin Officer

15 years of service

1. GL has pieced together a credible organisation through a jigsaw puzzle of mostly project funding from over 50 donors.
2. About 30% of GL's funding is generated through its registered country offices.
3. In any given year, GL has managed 15 to 25 donors, with up to 30 donor reports every year.
4. GL has a strong track record for submitting donor financial and narrative reports on time.
5. GL has had fifteen years of clean audits.
6. GL is IATI compliant.
7. GL has invested heavily in good financial systems, upgrading from Pastel Partner to Pastel Evolution, with GL Cottages and GL country offices set up as branches to HQ.
8. In 2015 GL moved its financial systems to the cloud, to enhance efficiency and reduce down time.
9. GL has devised over 50 automated reports to present financial information by donor, project and country at any given time.
10. Sage Pastel has approached GL to develop a joint case study on how an NGO has customised a commercial financial package to suit its unique needs.
11. In 2015 13% of GL's income came from GL Services - the GL Cottages, GL Advisory Services and the GL Training Institute.
12. Through prudent financial management GL has been able to set up an Endowment Fund that currently sits at R8 million.
13. GL's "own" income enabled the organisation to pull through a cash flow crunch in early 2016.
14. GL has devised a comprehensive method for tracking Value for Money.
15. In 2015 GL estimates that it leveraged its donor income of about R54 million by a further R100 million through good VFM practices (30% higher than the prior year).



Help is at hand: Head of Corporate Services Bhekiwe Ncube helps Ntombi Mbadlanyana over a muddy patch during a Walk for Wellness.

Photo: Colleen Lowe Morna

The test of GL's financial resilience in 2016 had its roots in 2015. A healthy growth in donor income since 2013 began to shift backwards. GL submitted more funding applications than ever before (43) in 2015 but had its lowest success rate yet as the funding pinch hit home, most visibly in the failure to secure FLOW 2 funds. This has led GL to look for systemic solutions through raising the challenges being faced

by Women's Rights Organisations (WRO) in global forums (see CEO report). This part of the report contains a detailed factual analysis of income, expenditure, funders, funding outlook, VFM, own income and the endowment fund. The report should be read together with the CEO's report and GL's 2015 audit report at the end of the financial report.

Income trend over the past four years

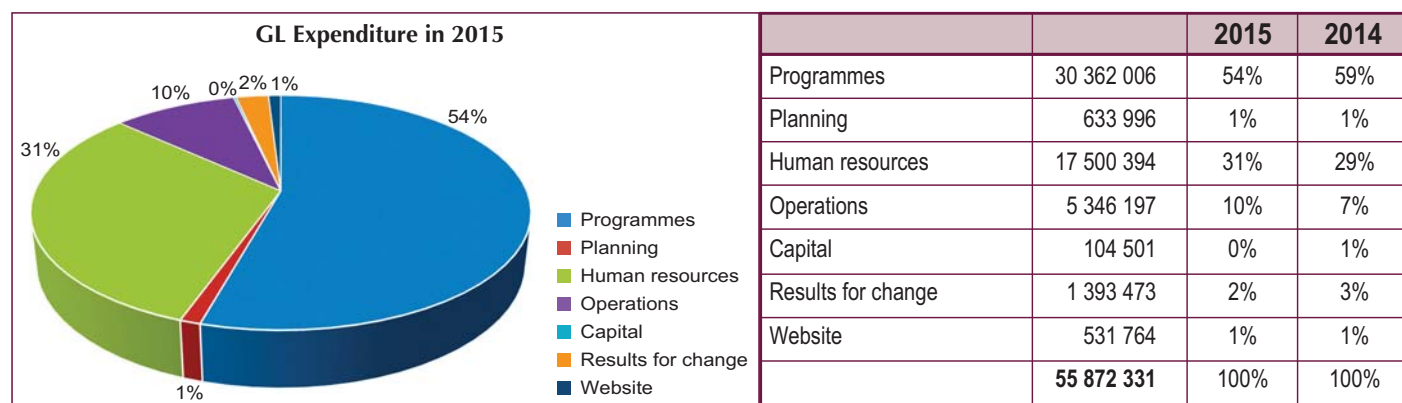
Income trends 2012-2015								
	Dec 2012	%	Dec 2013	%	Dec 2014	%	Dec 2015	%
Donor carry over	4 977 171	13%	6 893 034	12%	13 724 170	18%	9 998 799	13%
Donors	30 942 643	83%	48 740 754	84%	57 584 421	77%	54 092 987	73%
Own	1 246 768	3%	2 556 230	4%	3 498 126	5%	9 992 943	13%
Total	37 166 582	100%	58 190 018	100%	74 806 717	100%	74 084 729	100%
% increase	-6%		56%		26%		-0.01%	

The income table shows that overall GL's income remained just about even in 2015 compared to 2014. This is a remarkable achievement given the funding climate. However, it is important to note that after three years of increasing steadily, donor funds declined by 5% in rand terms and 12% in euro terms in 2015.

On the plus side, "own income" more than doubled to close to R10 million as a result of growth in Advisory

Services and GL Cottages revenue. In all, own income accounted for 13% of income in 2015, compared to 5% the prior year. This is in line with targets reported on last year. This income became GL's life line in 2016, when the organisation experienced a cash flow crisis as a result of five major funds closing at the same time, with no major new funds coming through (see CEO's report).

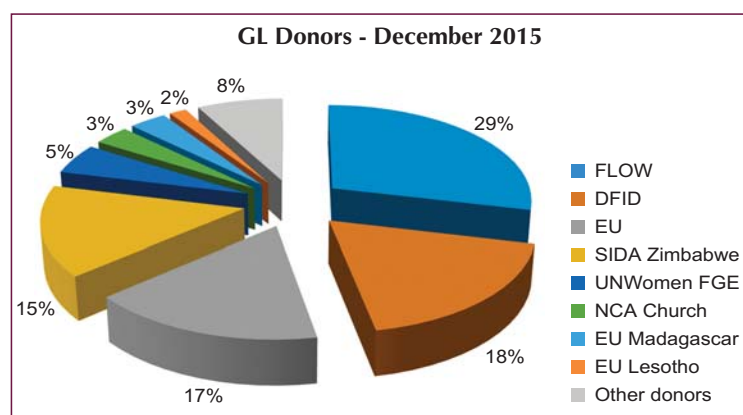
Expenditure



The allocation of GL expenditure in 2015 showed a well balanced approach, with similar patterns to 2014. At 54%, programme expenditure took the lions share, similar to 2014 (59%). Human resources came next (31%, compared to 29% in the prior year). At 10% operations ran three percentage points higher

than in 2014. Although this was mainly due to systems change overs, the CEO has put in place strict measures to control operational expenditure in 2016, especially in light of funding cuts. Planning, M&E and website together accounted for 4% to 5% of the budget in both years.

Diversity of donors



Donor	2015	2014
FLOW	29%	37%
DFID	18%	23%
EU	17%	16%
SIDA Zimbabwe	15%	8%
UNWomen FGE	5%	3%
NCA Church	3%	3%
EU Madagascar	3%	3%
EU Lesotho	2%	2%
Other donors	8%	5%
TOTAL	100%	100%

GL continues to have a diversified funding portfolio. In 2015, GL received funds from 19 donors, one more than in the previous reporting period. Two bilateral donors accounted for nearly half of GL's funds - the Netherlands government FLOW Fund (29%) and DFID Programme Partnership Arrangement (18%). The EU (17%) is GL's third largest donor through one global and three country funds. The Swedish Embassy (Zimbabwe) accounted for 15% of GL's funding. These figures are similar to 2014.

Donor	2015
Diakonia	1.2%
Commonwealth Foundation	1.0%
EU RSA	1.1%
FORD	0.9%
UNESCO	0.4%
WACC	0.3%
UNFPA Botswana	1.4%
EU Botswana	1.1%
Dialogo	0.1%
CFLI	0.2%

Other donors (8%) include Diakonia, the Commonwealth Foundation, EU South Africa, the Ford Foundation, UNESCO, WACC, UNFPA Botswana, EU Botswana, Dialogo and the CFLI.

Donors	2012/ 2013	Dec 2013	Dec 2014	Dec 2015
Total no.	14	17	18	19
Total no. with three year agreements	5	7	6	12
Total no. of reports	23	31	33	27
Align with FY	3	5	7	8

The table shows:

- An increase in the number of donors funding GL from 14 in 2012 to 19 in 2015.

- An increase in the number of donors with multi-years agreements from six to 12, but sadly many of the original six close this year.
- The number of donor hovering between 23 and 33 each year.
- GL's financial year aligns with eight of the 19 donors.

Value for money

Key cost drivers and performance: As a research, advocacy, action planning and training NGO, GL's major cost drivers are human resources, workshops and travel. Given funding uncertainties, but also as part of right-sizing, GL cut staff from 60 to 50 over the last year through combining posts, changing some posts to part time, out sourcing and automating some functions. GL shared the burden of workshop costs through smart partnerships. Councils contributed 71% of the costs related to local government COE's. To reduce travel costs and enhance effectiveness, GL has cascaded summits to district level, and restricted those going to regional summits to the most disadvantaged winners, as well as self-funded participants. Since January, GL does its own online bookings without the help of a travel agent.



IT is key to cost cutting: Albert Ngosa and Steven Malulu at work.

Photo: Thandokuhle Dlamini

Value for money

Type of VFM	2014 - R	2015 - R	% change	% of total in 2015	Case studies 2014	Case studies	Variance
Leveraging							
Smart Partnership Cost Sharing	60 348 348	86 083 796	30%	80%	5	6	1
Social Enterprise	7 196 868	7 683 042	6%	7%	2	2	0
People Power	477 468	2 174 472	78%	2%	2	2	0
Savings							
Good Planning	1 592 118	6 102 298	74%	6%	3	2	-1
Procurement Savings	3 486 816	3 420 988	-2%	3%	1	2	1
Making IT Work	141 264	698 437	80%	1%	1	4	3
Green Savings	2 314 134	1 264 889	-83%	1%	2	3	1
TOTAL	75 557 016	107 427 923	30%	100%	16	21	5

The table shows that GL leveraged over R100 million through smart partnerships, social enterprise and people power; 30% more than last year. GL saved through good planning, procurement savings, making IT work and green savings despite some losses on IT and higher phone bills that GL is investigating. Altogether, VFM performance increased by 30%, 20% higher than the 10% per annum increase offer made to DFID.

GL gathered 21 VFM case studies (one more than target) and has included VFM targets in all staff and unit performance agreements. Councils that contributed most to COE work relative to budget were recognised at the regional summit.

Programme and value for money: Last year GL raised four times what it received in flexible funding from DFID, and realised about ten times this value in VFM leveraging and savings. Indirectly, the programme reached over half the population of SADC through the local government and media work. To improve **quality of financial management** GL has invested in state- of- the art financial systems to devolve accountability to branches while tightening oversight from HQ. After some teething challenges, the 52 Pastel Evolution reports now provide real time data on all aspects of donor, project, country and institutional spending. GL has set high standards of transparency, efficiency and accountability in the proposed institutional effectiveness targets to be reported at the close of the PPA in 2016.

Fund raising and income generation

Summary of fundraising efforts 2015							
	2014			2015			Without FLOW
	No.	Value - R	%	No.	Value	%	
Successful proposals	12	25 955 939	43%	14	45 932 812	14%	30%
Under negotiation	8	12 946 182	21%	13	30 106 458	8%	19%
Unsuccessful	10	22 023 563	36%	17	263 242 850	78%	51%
TOTAL	30	60 925 684	100%	44	339 982 120		

In 2015, GL submitted a total of 44 proposals (nearly 50% more than in the prior year) worth nearly five times as much (about R340 million). GL succeeded with 14 of the 44 applications, worth nearly R46 million (14% of the total amount applied for). Thirteen proposals worth R30 million (8% of the total applied for are under negotiation). Seventeen worth R263 million (78%) were unsuccessful. However, the FLOW 2 proposal alone accounted for over half the value

of the unsuccessful proposals. If FLOW 2 is removed from the mix, GL's success rate rises to 30% (compared to 43% last year). It should be noted however that despite the very tough funding climate GL secured 80% more funds (R46 million) than in 2014 (R25 million). This shows that the higher degree of effort, expressed in the greater number of funding applications, did pay off.

Country versus regional funding 2015						
	2014			2015		
	No. of donors	Amount	%	No. of donors	Amount	%
In-country	8	15 975 149	22%	8	17 995 782	28%
Regional	11	55 333 442	78%	11	46 096 005	72%
TOTAL	22	71 308 591		19	64 091 787	100%

Of the donor funds received in 2015, 28% is country-specific funding, from 8 donors, compared to 22% last year. Country-specific funding increased by six percentage points, while regional level funding decreased from 78% in 2014 to 72% in 2015.

Funding outlook 2014 to 2016

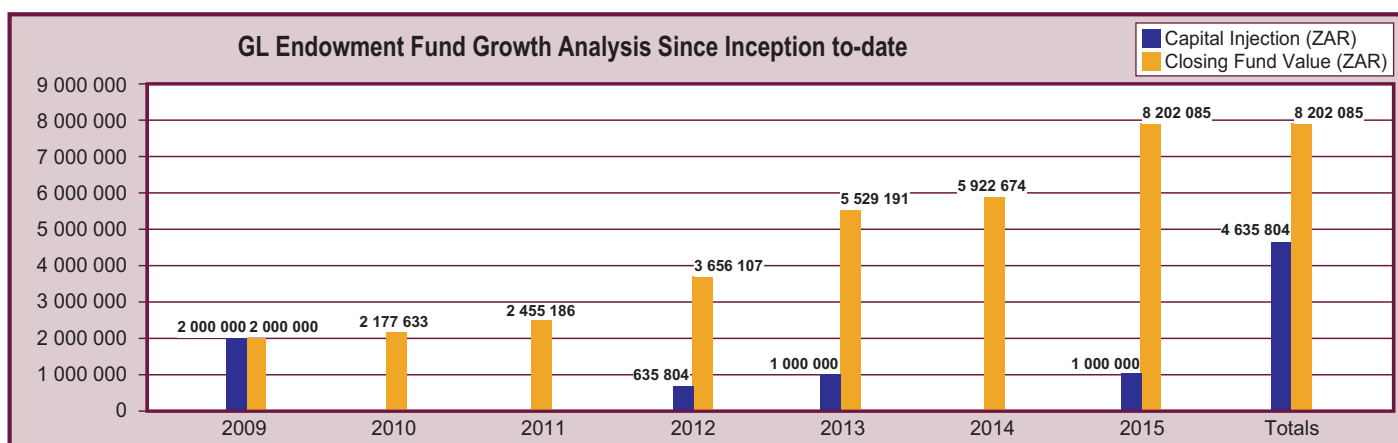
Donor	2014	2015	2016	Total
Amplify Change	-	153 969	2 448 986	2 602 955
Amplify Change Mozambique	-	-	1 651 278	1 651 278
CFLI	-	153 969	-	153 969
DFID PPA	14 770 269	11 752 982	16 394 573	42 917 824
DFID SOUTHERN AFRICA	-	-	9 900 000	9 900 000
DIAKONIA	740 742	797 934	1 453 857	2 992 533
DIAKONIA MOZAMBIQUE	-	-	1 257 067	1 257 067
CIVICUS	-	11 339	-	11 339
COMMONWEALTH	-	610 434	430 313	1 040 747
Dialogo	333 626	51 188	-	384 814
EU Botswana	-	734 518	568 291	1 302 809
EU Global	8 217 115	10 699 429	-	18 916 544
EU MAURITIUS	-	-	446 552	446 552
EU SA	799 812	716 906	-	1 516 718
EU Lesotho	745 649	1 008 096	323 625	2 077 370
EU Madagascar	2 019 660	2 191 011	522 066	4 732 737
FLOW 1	22 459 937	18 384 756	-	40 844 693
FLOW 2	4 311 229	584 500	-	4 311 229
FORD	-	-	-	584 500
HIVOS	140 097	-	-	140 097
NEPAD	2 248 724	2 088 601	-	2 248 724
NCA CHURCH	1 307 327	9 686 043	-	3 395 928
SIDA ZIMBABWE	4 729 950	3 269 080	7 722 200	22 138 193
UN Women FGE	2 007 773	-	-	5 276 853
NCAID	1 293 600	-	-	1 293 600
THE OTHER FOUNDATION	-	-	200 000	-
UNESCO	-	229 528	215 184	444 712
UNFPA Botswana	929 750	901 877	525 685	2 357 312
UNICEF	2 868 556	-	-	2 868 556
WACC	-	219 595	-	219 595
TOTAL	69 923 816	64 091 786	44 059 677	178 075 279

*Donors in red denote new donors, GL has 6 new donors in 2016.

Sadly, with five major grants closed or closing in 2016 (FLOW, FGE, and three EU grants), and no major new bilateral donors, GL's overall funding position in 2016 is set to drop by up to 30% in 2015. This position could change, if the funds in the “under

negotiation” envelope materialise. GL reckons on ending up at least 15 to 20% higher than projected in most years. It seems inevitable however that we will have a smaller budget in 2015. GL has no choice but to redouble its funding efforts in 2016.

Endowment fund



The endowment market continues to perform well. The fund started out at R4.86 million in 2013 and is currently sitting at R8.2 million. GL's total investment of R4.6 million has nearly doubled over the five years. A major strategic thrust for 2016 to 2020 is to increase

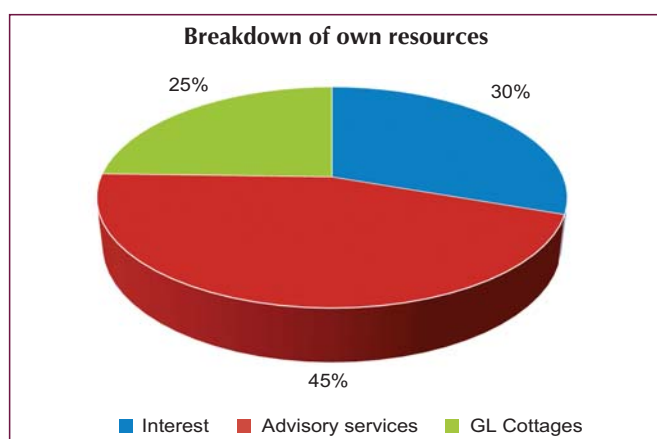
this fund to R 100 million, through building on what we have been able to start. The continued good performance of GL's "own" resources portfolio is vital to this building for the future.

Own resources

Entity	Category	2014	%	2015	%	Movement from past FY	% Movement
GL	Interest	1 057 726	41.2%	1 506 147	30.4%	448 421	42%
GL Services	Advisory Services	254 999	9.9%	2 236 310	45.1%	1 981 311	777%
	GL Cottages	1 250 263	48.7%	1 216 467	24.5%	-33 796	-3%
	Total	2 566 734	100%	4 958 924	100%	1 309 462	51%

The table above shows that in 2015, GL's own resources grew by 51%, from R2.5 million to almost R5 million. This is accounted for by the fact that:

- Interest increased by 42% compared to 2014. Interest includes that earned from the endowment fund.
- Income from GL Services increased seven fold during the year, making up for the fact that GL Cottages continued to perform well, but flattened out in the year.



The graph shows that at 45%, Advisory Services made the highest contribution to the "own income" portfolio, followed by interest (30%) and GL Cottages (25%). This goes to show that GL's knowledge resources have the highest potential to contribute to "own" income. Interest, especially from the endowment fund, is also an important contributor to sustainability.

In 2016, GL will map potential corporate and individual sponsors in South Africa, Mauritius and the USA. GL will also revisit all the major foundations with whom it has had dealings, as well as new ones. The idea is to explore as many alternative sources of funding to bilateral and multilateral donors as possible in order to diversify the funding mix. GL will also seek to encourage donors to contribute to the endowment fund, as part of its risk management strategy.



Mukayi Makaya - GLS Manager 2015



Shamiso Chigorimbo - Researcher



Debrah Mukuku - GL Cottages Manager 2015



Fikile Maviya - Events co-ordinator

15 years of service

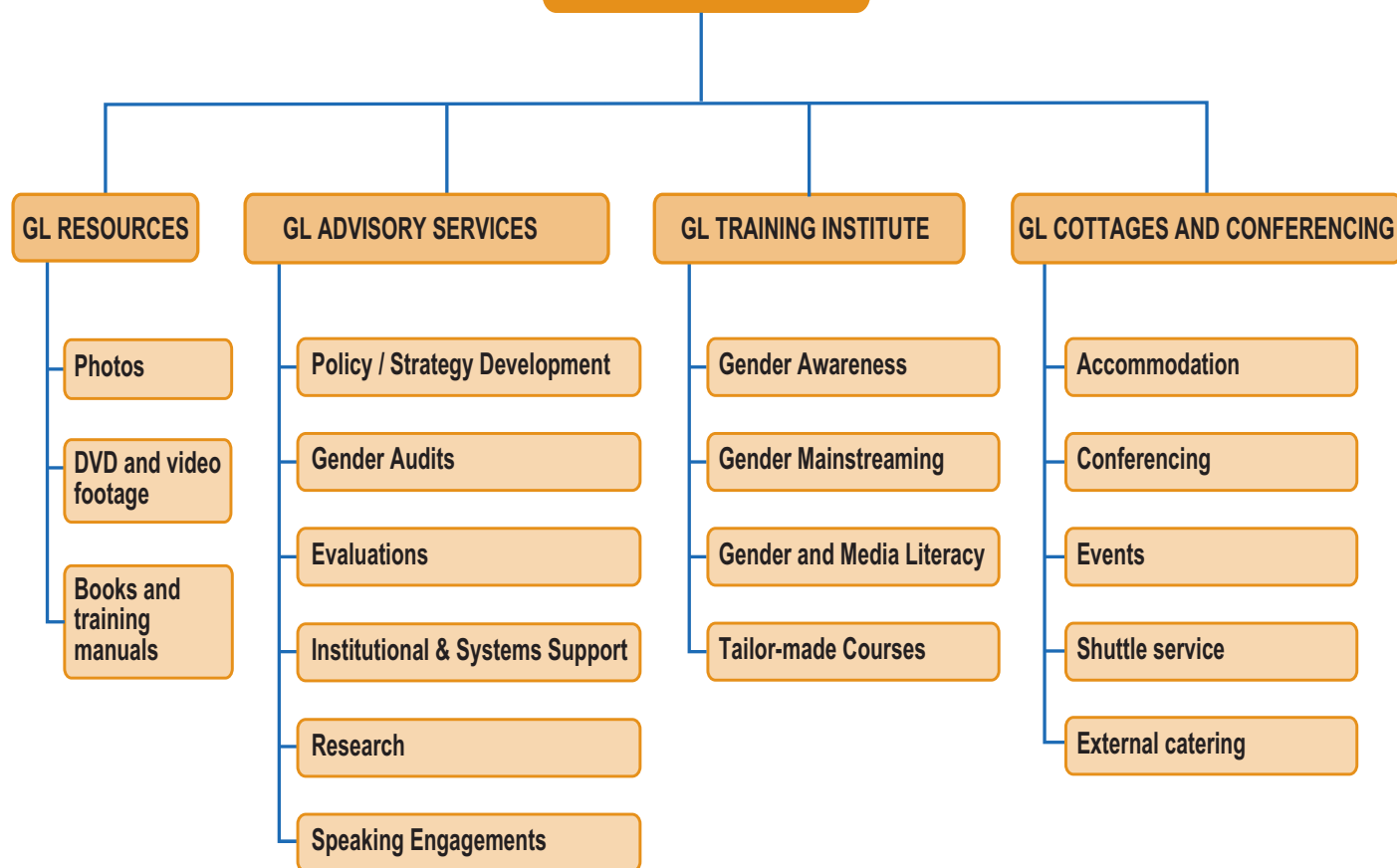
1. Acquisition of GL Cottages.
2. Acquisition of GL South Africa Offices.
3. Contributing to GL's endowment fund by ensuring that each year the organisation generates at least 5-10% of its own income.
4. Advisory work done in more than twenty countries.
5. Gender audits and research, such as a strategy paper for the Southern Africa Trust.
6. Gender mainstreaming support services to key partners including Diakonia, Transparency International and Sense International.
7. Gender Training Institute accreditation in South Africa and Mauritius.
8. Gender training for prestigious organisations such as the African Development Bank.
9. State-of-the-art website with online shop for GL resources including books, photos and training manuals.
10. User friendly website with donation, volunteer and contribution options.
11. Developed a range of institutional tools and systems for finances; IT; human resources; planning; reporting; tracking; monitoring and evaluation.
12. African makeover of GL Cottages.
13. Addition of events and shuttle services to the options offered by GL Cottages.
14. Diversification of products offered by GL Cottages to include weddings, parties and other celebrations.
15. A reputation for excellent service.



GL Cottages staff: from left - Nancy Padare, Felistus Ncube, David Makudu, Naome Zinengeya, Debrah Mukuku, Reretilwe Mathe, Kgomotso Baloyi, Chukele Baloyi and Kenny Banda.

Photo: Gender Links

GL SERVICES



If GL were a three legged stool, consisting of regional, country and “own” income generated through its various initiatives, this stool would be wobbly at the present time. GL own resources constitute far less than 5% of the total budget. Across the globe, NGOs are being challenged by donors to generate at least thirty percent of their own income. In developed countries, this is achieved through appealing to public giving. This is more challenging in our southern African context and circumstances. GLS has instead had to craft a philosophy around social entrepreneurship. A few years ago one of our evaluators challenged us to “turn a wealth of knowledge into wealth.” This is what we now seek to step up.

GL Services (GLS) is GL NPO's solution to sustainable growth and branding that will be realised through a business model that compliments all of GL's efforts. The business model is based on four dynamic pillars, namely, GL Advisory Services (GLAS), GL Resources (GLR), Gender Links Training Institute (GTI), and GL Cottages & Conferencing (GLCC). GLS brings together the intellectual wealth and physical infrastructure of GL.

“It's encouraging to see an NGO stepping out and taking the initiative to generate its own resources instead of always relying on donor funds. Gender Links has certainly become a pacesetter for other NGO's” *Wonder Jekemu, Sida (Zimbabwe)*

We often take inspiration from the parable of the talents. We have decided that we should not hide our talents under the bushel, but allow them to multiply in manifold ways. In 2011, GL invested the surpluses it had generated through prudent financial management in purchasing the GL Cottages, a bed and breakfast facility near our headquarters. Following substantial investment in upgrading this facility, and under dynamic management, the GL Cottages is running profitably.

GL Advisory Services - GL's consultancy arm, is also going well, leveraging off the wealth of knowledge generated by GL. Assignments for Diakonia and the African Development Bank, among others, have expanded GL's Africa and global footprint. In 2016, GLS plans to expand this portfolio through revamping Gender Links Training Institute and repositioning of GL Resources.

We are mindful that GLS portfolio will not generate enough wealth to support the GL NPO, however, wealth is just not measured in monetary value. Far beyond the monetary gains, its greatest value is the mileage, global profiling and branding that comes out of it.

GL Services Profit and Loss Accounts

Unit	Income	Expenses	Profit/(Loss) Dec 2015	% of portfolio	Profit/(Loss) Dec 2014	% increase
GL Resources, Advisory Services & Training	4 252 025	2 015 753	2 236 310	65%	254 999	777%
GL Cottages	4 234 781	3 018 314	1 216 467	35%	1 250 263	-3%
Total	8 486 806	5 034 067	3 452 777	100%	1 505 262	129%

Figures for 2015 show that overall GL Services contributed R3,452,777 to GL income, a 129% increase on 2014. The highest growth took place in GL's resource and knowledge units (GLR, GLAS and GTI) that increased seven fold. GL Cottages operational profit declined slightly (3%) owing to extensive capital development over the period.

GL Resources

Over the years GL has published over 86 books which include manuals and research reports.

Currently GLR has a Memorandum of Understanding with African Books Collective, a Europe based book distributor promoting GL publications in Europe, USA and South Africa. GLR has also developed a relationship with Clarke's Books and Red Pepper Books in South Africa. These are book stores that promote GL publications. In 2016, GL launched its new website, with a modern online shop that allows visitors to browse its books, DVDs and photos, and to pay for these online. Products are delivered electronically or via post. Now that these facilities are in place, GL will be embarking on a vigorous marketing campaign.

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Gender and Justice

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GL produces a large variety of publications, videos and photos on its programme work in the Southern African region. By purchasing these online, with orders delivered via E Mail or drop box, you are contributing to empowering women and promoting gender equality in SADC. You can also make a donation to GL as you do your shopping! If you want to know how much this will cost in your currency, [click here](#) to convert.

BOOKS

DVDS

PHOTOS

TOP RATED PRODUCTS

SADC Protocol on Gender and Development
R150.00

SADC Gender Protocol 2012 Barometer - Namibia
R200.00

Culture and Tradition
R150.00

The "I" Stories: Speaking out on gender violence in South Africa
R100.00

Education
R150.00

CART

No products in the cart.

PRODUCT CATEGORIES

- Books (103)
- DVDs (6)
- Photos (150)

GL Advisory Services (GLAS)

GL Advisory Services is GLAS consultancy arm, leveraging off the wealth of knowledge generated by GL. Areas of service include research; policy and strategy development; gender audits; evaluations; institutional and system support as well as speaking engagements.

GLAS Consultancies 2015	
AREA OF ADVISORY SERVICES	EXAMPLES
Research	Sense International
	Empowering women, ending violence assessment study
Gender and organisational development	The Southern Africa Trust
	Diakonia Zambia and Mali
Speaking Engagements	Intelligence Transfer Centre; FES Autumn School

Research: GL is often commissioned by clients to undertake gender audit of their work. Examples over the years include the Commonwealth, UNIFEM, Electoral Institute of Southern Africa (EISA), the

National Democratic Institute (NDI), UNDP Swaziland. In 2015, the UK-based Sense International commissioned GL to undertake a gender audit of its work with the deaf-blind in East Africa.



Circle of love: Rehema Ogamba (centre right), who suffers from cerebral palsy, with her mother, father, physio-therapist, SI programme officer and home school teacher in the family's one-bedroom home in Mukuru Kwa Njenga, Nairobi.

Photo: Colleen Lowe Morna

This report presents the findings of the Gender Equality and Safeguarding Review for SI's Community Based Education (CBE) for deafblind people in Kenya, Tanzania and Uganda. GL interviewed and conducted focus group interviews with 148 assessors, teachers, community workers, government officials, deafblind persons and parents (60% women, 40% men).

SI estimated at the start of the project that of the 49,000 deafblind and MSI persons in the three East African countries (which have a combined population of 123 million people) only 243 were in school. SI aims to ensure that 1019 deafblind children are being schooled (119 in schools and 900 through home schooling) over the three years of the project (2014 to 2016). At the time of the review, SI had enlisted 502 deafblind girls and boys in the programme, 410 in home education and 92 in special units for the deafblind in schools. SI has achieved a 46% enrolment of girls under the BLF

project - 46% in home education and 48% in school education. This is a relatively good result, considering the overall trend in East Africa of a higher proportion of disabled boys than girls in schools. However, SI's overall figures mask some worrying discrepancies. For example, in Tanzania, the proportion of girls in the programme is 33%, 26% in home education and 45% in school education.

Furthermore, gender equality goes beyond numbers. This review shows that girls experience numerous other forms of overt and covert discrimination in relation to their vocational and career choices; economic opportunities; sexual and reproductive health needs and rights; and vulnerability to abuse - verbal, psychological, physical and sexual. In societies where there is already a high level of superstition and traditional myths and stereotypes concerning disabilities, deafblind girls and women

carry the triple burden of gender, poverty and disability. The burden of care for persons with special needs falls disproportionately on women - mothers, teachers, nurses and community members. Most of this work goes unrecognised, unsupported and unremunerated. SI's innovative focus on Community Based Education (CBE) exposes the organisation to a host of gender issues at the coalface of special

needs delivery. This is also an opportunity to integrate gender considerations in a meaningful way into programming, monitoring evaluation and learning.
- Excerpt from the gender audit of SI East Africa work by GL.

"Thank you kindly for all your hard work on this assignment and for your willingness to incorporate our feedback in order to maximise the benefit of this consultancy.

I look forward to our paths crossing again in the future."
Stevie Kent, Senior Programme Manager - East Africa

In 2015, GL Services also undertook a major assessment of the *Empowering Women, Ending Violence* project supported by the Funding Leadership Opportunities for Women fund of the Netherlands government. This illustrates how having such a unit provides additional organisational capacity when required for major projects that are better conducted in-house to advance organisational learning. The review included re-administering the Gender Empowerment Index to the 1500 participants in the project as well as gathering their follow up personal account. It also involved re-administering the Gender Progress Score (GPS) in all the councils that hosted the project to gauge if there had been a change in attitude. The final products include a book, DVD, and website profiles of all the participants in multi-media formats. The results of the study are reported on in the justice section of the annual report.

Gender and organisational development: Gender Links provides assistance to organisations in assessing the levels of gender awareness and responsiveness at the organisational and the individual level using two online surveys, the Organisational Gender Scorecard and the Gender Attitudes Progress Survey. Results and findings from these surveys are used to inform and support the development of workplace gender policies and gender mainstreaming toolkits. Since 2013, GL has had a service level agreements with Swedish-based Diakonia, first to undertake a gender audit at global, then at Africa level. In 2014, GL worked intensively with the Uganda office of Diakonia and its sixteen partners on developing and implementing gender action plans, show-cased at a gender summit. In 2015, GL offered similar support to Diakonia Zambia and Mali. This will be extended to Diakonia Zimbabwe and Kenya in 2016.

Closer home, GL is working with the DFID-supported Southern Africa Trust on developing a gender policy that will extend to the Trust's grantees across the region. With the support of the Swedish Embassy in Zimbabwe, GL offered similar support to Transparency International Zimbabwe. This opened an interesting area of work for GL around gender and corruption that is being used to strengthen the organisation's local government work.

Speaking engagements: Following from GL's programming areas of work, the Gender Links Management team is invited as Guest/Expert Speakers on gender based violence, gender and governance, and gender and the media; at the many national, regional and international conferences and platforms.

"On behalf of the FES/UFH Autumn School convenors, I wish to thank you for your invaluable contribution as a speaker at the autumn school seminar held on 27 November to 4 December 2015. Our students really enjoyed your input and group work on 'Gender Equality and the Political System.' As a matter of fact, your session was voted favourite by many students. We appreciate the time you took out of your busy schedule to join us and for sharing your insights and expertise with our attendees." *Renate Tenbusch, South Africa Office, Friederich Ebert Stiftung*

GL Training Institute

The GTI leverages GL's knowledge and expertise by offering training packages to different stakeholders. GTI, is accredited as a trainer with the South African Qualifications Authority (SAQA). GL has developed and registered three courses: Gender and Media Literacy, Gender Awareness and Gender Analysis for Managers. Gender Links, in partnership with Rhodes University in South Africa, recently accredited course in Gender and Media Leadership.

In Mauritius, Gender Links has a Training Academy which is Mauritius Qualifications Authority (MQA) approved. As GL expands its work at the local level into economic justice, it added a course component on enterprise, small enterprise and business management. GL's recognised strength as a trainer is the unique, hands on approach that involves learning-on-the job, and is applied learning that always has tangible outputs and outcomes.

Throughout 2015 and 2014, training remained the largest income generating line and ability to develop different types of materials that respond to client's needs. In late 2014,

"Thank you for the continuing engagement and a very enlightening two days towards the development of a first ever Trust gender policy coinciding neatly with the development of a first ever M&E policy." *Lusungu Kanchenche -Programme Quality, Learning & Accountability Manager, Southern Africa Trust*

GLAS entered into a service level agreement with the African Development Bank (AfDB). The first assignment involved the GLAS team providing rapporteur and facilitation services at a planning meeting for the AfDB Special Envoy on Gender Unit.

GTI went on to develop an on-line gender training course the African Development Bank (AfDB). GL then conducted a pilot training course for the core group at the Bank that rolled out into an English and French course for operations staff in Johannesburg and Abidjan, and a course for non-operational staff in Abidjan.

Team work and dream work - Gender training for the AfDB



African Development Bank Training at the GL Cottages.

Photo: Colleen Lowe Morna

In 2015, all arms of GL Services, with a help from GL, flew us to new heights with our first residential training of thirty Gender Focal Persons from all around Africa for the English training of operational staff of the African Development Bank (AfDB).

GL Services, laid all the ground work - contracts, documentation, management of the project that has led to a wide ranging SLA with the AfDB. We had some of the best feedback ever from this training. Special Envoy on Gender to the AfDB Geraldine Fraser-Moleketi said the training had "exceeded all her expectations." One of the participants said he we had not taught him; rather we made him think. That is great feedback for training. The course ended with a teach-back session in which various groups showed us how they would present what they had learned to their target audiences. They came up with many innovative tools - graphics, videos, games, and many more.

GL M and E customised GL's organisational gender score card for the Bank and presented results that really got us talking - an overall score in the thirties, with a lot of work to be done on budgets, projects and others.

GL Cottages put up an awesome show for participants used to staying in five star hotels. The Cottages made up for what we lacked in creature comforts with brilliant care and service. They shone on the final

day with a graduation ceremony in Pools View with flowers, drapes, congratulations messages, champagne and an outdoor lunch in spring. In the closing ceremony a participant described the Cottages as six stars. A senior participant tweeted that the GL Cottages is the best training venue in Johannesburg. Several extended their stay through the weekend, even though they had the choice of going to Sandton and others.

GL country offices and communications: Mauritius country manager Anushka Virasawmy shadowed the

English training so that she could run the French training in Abidjan, a reminder of GL's rich human resource base that we can tap into to provide a one-stop shop for our global customers. She also made an amazing photo video of the training shared with the Bank President. This led to the idea of offering communication services as part of conferencing and events - great value add.

GL Events, our newest arm, swung into action, arranging field visits to Soweto, the apartheid museum and Maropeng, topped up by dinner at Moyos. The assignment was to see Johannesburg through gender lenses and come back and report the next day. Our team of professional guides put up a great show - this proved to be the highlight of the week. We shared a love of our city and country. We had rich conversations ranging from whether Ms Ples (the oldest fossil ever discovered) might have been transgender to the gender dynamics of Winnie and Nelson Mandela, reminding us that work and play go hand in hand. GL Logistics made sure pick up and drop offs ran smoothly.

GL wellness: We showed our guests the green side of GLC by taking them on various hikes each day, including up Linksfield Ridge. Two of the guys played basket-ball each morning. A good reminder to mainstream wellness in our work!

Except from the CEO's 2015 diary following the first residential AfDB course.

GL Cottages & Conferencing

GL Cottages had another good year 2015. Annual revenue grew steadily by 16% from R3.6m in 2014 to R4.2m in 2015, well above inflation. This growth is attributed to an increased customer base resulting from aggressive marketing strategies. In addition, GL Cottages experienced substantial growth and expansion in its product offering over the second half of the year 2015. In previous years, the Cottages' main focus had been on providing accommodation and conferencing facilities with meals catered onsite at Ekhaya Restaurant.

"I have booked and stayed at The Cottages on several occasions: mainly with process facilitation and trainings for Non-Governmental Development Organisations. I have always enjoyed staying at The Cottages especially in view of the absolutely beautiful physical environment, the flora and the energy in the place. Staff members are so professional and responsive. My stay was perfect as always!" *Fons van der Velden, Netherlands*

"GL Cottages is truly a haven of peace, productivity and privacy. We enjoyed studying in the quiet serene environment and look forward to the next visit" *Thandiwe, Christian College*

"Being hosted at the GL Cottages felt like home, the food and the rooms are amazing. The staff are excellent and very accommodating" *Siyabonga, Christian College*

Conferencing continues to be the key revenue driver and "crowd puller" at the Cottages. Though 60% of the total revenue came from accommodation, this is driven by conferencing. With this in mind, GL Cottages continued to invest heavily in rolling out a new Internet Project to ensure that conferencing guests are not inconvenienced by slow internet. This major step also increased the overall guest feedback rating on Internet access from 80% in 2014 to 88% in 2015.

The launch of the new Cottages website towards end of 2015 has so far proved to have paid off as website enquiries continue to increase. Efforts on social media will also be intensified in the year 2016 especially for the sole purpose of driving more traffic to the website and generate bookings.

GL Cottages management took several initiatives to manage running costs including the installation of geyser timer switches and converting bulbs to LED from the regular incandescent high watt bulbs. Further "going green" initiatives included a Solar installation plan.

Safety of guests is a key aspect of commitment to service excellence at GL. In response to break-ins experienced at the beginning of the year, GL Cottages invested in security cameras. This put a complete stop to all the break-ins.

Disability friendly

In response to feedback, but more importantly as part of GL's core values, GL Cottages engaged the Gauteng Provincial Association for Persons with Disabilities (G.P.A.P.D) to come and carry out an accessibility audit at the premises. The disability and accessibility audit was carried out during the course of the year and this led to some recommendations on a few upgrades that needed to take place in order to accommodate guests with disabilities.

By end of 2015 GL Cottages had proudly and successfully converted Mountain View, one of the best rooms, into a disability friendly room with one designated disabled parking zone right by the entrance of the room. Mountain View can now be used by a guest in a



Disability Accessibility Audit at the Cottages 2015.

Photo: Gender Links

wheelchair without major challenges. Other guests too especially the elderly are happy to use this room!



Warming up for a drumming session at the Cottages.

Photo: Thandokuhle Dlamini

Further capital investments included the purchase of a new car for shuttling esteemed guests and this purchase was a profitable value for money asset investment, negotiated well below the vehicles market value. In the spirit of wellness and well-being, the Cottages acquired an outdoor gym facility and children's jungle gym.

Team Building and Wellness: We encourage our clients to consider including team building in their events as this will create better communication between managements and employees, motivate employees, promote creativity, develop problem solving skills, increase trust factor in the workplace, better relationships and ultimately increase productivity.

Companies are taking employee wellness more seriously now as a way of enhancing work productivity. They are truly trying to figure out the right solution to combat rising health issues and healthcare costs. Wellness shouldn't be boring. Our job is to create unique and dynamic programs that not only leave clients invigorated and optimistic providing over time long term success in the workplace. Human beings need to be challenged and stimulated in different ways and the programs that we offer provide just that. Our clients can request for different options such as health talks, outdoor gyming, swimming, hiking and cycling for wellness.

GL Cottages Events & Shuttle Service: With funding pressures mounting, GL deployed two corporate services staff to GL Cottages to explore new income generating possibilities. This enhanced diversification, and helped to maximise productivity of the existing human resources while retaining good team members within the organisation.

Event Management: We provide clients with creative planning and quality management of conferences and special events. We devise the concept, plan the logistics and coordinate the technical aspects

before actually launching the event. Part of the planning can include budgeting, scheduling, coordinating transportation and parking, arranging of speakers or entertainers, providing decor, event security, catering and emergency plans. The management usually involve all the departments from Gardening, Housekeeping, Kitchen, and Shuttle Service teams. Successful events depend on every team and every team member doing their job to a high standard, as well as flexibility and a commitment to good cross-team communication - GL Cottages is that team!

Ticketing & Travel: We are agents of NeXt a division of Travelstart and can get lower rates for our Clients on most international and domestic airlines as we don't get charged service fees. Our guests can get assistance while conferencing or staying at the Cottages to make ticket changes or online bookings by the in-house travel agent. Clients can also book the in-house shuttle and airport meet and greet service ensuring delegate's safety.

Tours: Our clients can mix business with pleasure by booking a Guide for a tour in and around Johannesburg. Tours offered by GL Cottages are mostly within the Johannesburg area and close vicinity, these include guided tours to Apartheid Museum, Soweto historical tour, Maropeng & Stekfontein Caves, Constitutional Hill, Elephant Sanctuary, and many more. GLCC provides ground services through the GL Shuttle Services.

June 2015 ushered a new era in my career as head of a new income generating unit - GL Cottages Shuttle Services. This move was an eye-opener for me as I had always been given errands to run without me being the one to initiate the business. Part of my job was going to be providing driving services to Gender Links in a way that would also give them good value for money. At least for me that sounded like one "customer in the bag" already. However, my new job also involved sourcing new clients for GL Cottages and this was to be a yard-stick used to measure my performance and justify my existence in the profit making industry.

I started by targeting Non-Governmental Organisations with the selling line "give us the business and we will give the proceeds back to the community" - the social entrepreneurship concept. One of our main clients as a result of this strategy is the Centre for the Study of Violence and Reconciliation (CSVR).

I can proudly say have been a big part towards achieving monthly goals at the Cottages. However, there has been a lot of pricing competition in the shuttle services market with Uber and Gautrain putting us under continuous pressure. Also with donor funds reducing most organisations are reluctant to outsource

shuttle services. Nevertheless, with the presence of a strong management team at the GL Cottages, we keep getting encouragement. The GL Cottages manager has taught me to believe that in every situation there is a way. *Excerpt from the 2015 Learning Journey by Clever Zulu, GL Cottages Shuttle Service*



Winning streak: Clever Zulu receives the 2015 award for exceptional performance from GL Board Member Thoko Mpumulwana.
Photo: Thandokuhle Dlamini

Challenges

Change is a word that generates uneasiness in most of us and the new department did come with challenges. The first few months focused on strategic planning and marketing. We have also identified staff capacity building as a vital need for delivering a good service to our clients. The new department has had to be funded in-house and is still to break even. However with marketing efforts we feel that there is room for growth especially if the targeted overseas market is to respond positively.

Next steps

Advisory Services has up to now worked on "response" basis. We have looked out for Calls for Proposals and responded accordingly. However the period 2016 - 2020 will see aggressive marketing the GL Services portfolio, notably the launch and expansion of the Gender Links Training Institute. In turn this will bring about increased income, as well as the repositioning of GL Resources. Growth strategies include:

- Engaging clients in short to medium term Service Level Agreements, and escalating GLAS product offering to cover as many areas of advisory services as possible.

- Direct marketing strategy will be used to increase income, the GL Service team will prepare presentations on organisational gender mainstreaming, targeted to different sectors (e.g. banking, private sector corporates, government departments etc.) that will be used to address and capture that level of clientele.

The strategy for GTI will include:

- A strong focus in South Africa and forging strategic partnerships with organisations like the South Africa Local Government Association to provide training and support to local government council within South Africa. This model will be similar to a Service Level Agreement between City of Johannesburg and Gender Links that saw GL providing training and capacity building to City of Johannesburg over a three year Contract.
- Smart partnerships with academic institutions that will see GTI course carrying joint accreditation with the targeted academic institutions; this will build from existing initiatives with Rhodes University Media Training Unit that has a course jointly developed and facilitated with GL. While this did

not take off in 2014, there is scope to take this forward. GTI will also be looking at other universities that provide gender course and identify ways of collaborating that will benefit GTI.

- Reaching out to the general public who are interested in the course provided, and this will see the development of structured training run periodically from GL Cottages. We have no doubt that these will attract and generate interest from the general public. To this end, a service brochure, both e-copy and hard copy will be developed for strategic distribution and promoted through GL NPO events amongst other avenues.
- Costing and pricing modalities for individual courses, as well developing packaged course. We believe that these efforts will see the set targets being achieved and surpassed.

GL Cottages will continue to endeavour to grow despite all the market challenges that the economy is currently going through. With the introduction of the new departments, diversification will remain a key strategy as the Cottages broadens its horizons:

- The event management department will focus on growing extra revenue from hosting various functions at the Cottages and offering our guests tours within Johannesburg. This will not only generate more revenue for GL Cottages but will also provide an

opportunity to showcase the establishment to additional and diverse potential customers.

- Travel, tours and ticketing are expected to steadily grow as more marketing efforts are put in place to attract business from other organisations who may require assistance with booking of flights. This can also be leveraged from existing Cottages clients who may need someone to make travel bookings when they come for conferences.
- Investing in GL Cottages staff will also play a big role as people power can never be underestimated. Management will ensure that necessary capacity building plans are put in place to give staff the tools they need to excel in what they do. Above all staff will be motivated to continue committing to service excellence as this is the one thing that can make or break any marketing efforts.
- Finally, the GL Cottages intends to continue investing in areas that add more value to the customers such as a beauty spa, massage parlour and an outdoor bar area. This will give our customers more reasons to enjoy their stay at the GL Cottages and create more revenue streams. Differentiated room rates and flexible pricing will make it possible for the Cottages to accommodate guests from all walks of life and therefore grow our customer database. With all these strategies in place we are confident that the GL Cottages will continue to thrive!



Finding the treasure: Family Fun Day at the GL Cottages.

Photo: Colleen Lowe Morna

GL PUBLICATIONS REPORT



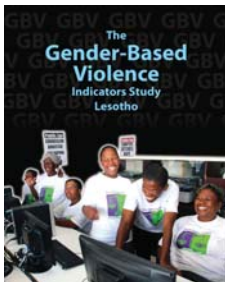
Empowering Women – Ending Violence in Southern Africa

Gender Links' Violence Against Women Baseline Studies show that one in three women in Southern Africa have experienced gender violence in their lifetime. The highest percentage of such violence is the kind least reported to police – psychological, verbal, economic and emotional abuse. For many years GL documented these harrowing firsthand accounts through its "I" stories series. In 2012, with the support of the Netherland government's Funding Leadership Opportunities for Women (FLOW) fund, GL piloted a unique model to assist 1500 survivors of gender violence to reclaim their lives through entrepreneurship training linked to the GBV and local economic development plans of Centres of Excellence for Gender in Local Government. In September 2015 GL conducted an extensive review of the project to find out what had changed and how best to move forward. Drawing on data from the Gender Empowerment Index (GEI) administered at the beginning and end of the project, as well as first-hand accounts and interviews, GL found both a marked improvement in the financial circumstances of the women, and in their personal agency.



Annual Report 2014-2015

2014 witnessed GL revving up on many fronts. Programmatically GL stayed ahead of the game with cutting edge work on the post-2015 agenda. Five elections in the region kept us on our toes, as we used this opportunity to press the cause for greater voice, choice and control for women. Our complement of full time staff and interns grew. We ran our first 15 district level summits, leading to 13 national summits and a regional summit attended by over 400 women and men in Johannesburg. GL reached over 22,453 direct beneficiaries - 50% higher than the previous years. The 380 councils we work in cover a population of approximately one quarter of the people in ten SADC countries. Our media work, in 13 SADC countries, including eight public broadcasters, gives us tremendous reach.



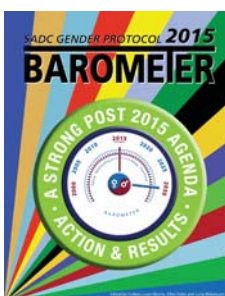
The Gender Based Violence Indicators Study - Lesotho

Lesotho has made considerable strides in an effort to attain gender equity and equality. It is signatory to, and has ratified, the SADC Protocol on Gender and Development adopted by Heads of State in August 2008. Lesotho enacted the Sexual Offences Act (SOA) in 2003. A major lack in addressing VAW in Lesotho has been the absence of domestic violence legislation.



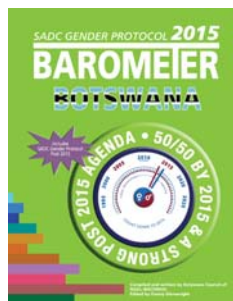
The Gender Based Violence Indicators Study - Western Cape Province of South Africa

Twenty years into our democracy the report is a shocking wake up call to politicians and the public alike. The Western Cape is the fourth province (with Gauteng, Limpopo and Kwa Zulu Natal) to have undertaken this study. The report is a reminder that South Africa needs to upscale all the provincial reports into a national GBV Indicators Study to serve as a baseline for measuring progress in eradicating the most flagrant remaining violation of human rights post-apartheid.



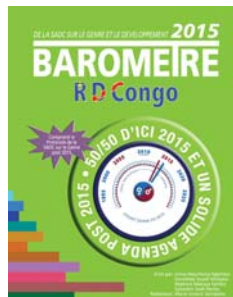
SADC Gender Protocol Barometer 2015 - Southern Africa

2015 is a landmark year for the Southern Africa Development Community (SADC) as the SADC Gender Protocol, aligned to the Millennium Development Goals (MDGs), expires this year. At their meeting in Harare in May 2015, SADC Gender Ministers resolved to review the Protocol and align it to the upcoming Sustainable Development Goals (SDGs), the Beijing Plus Twenty Review, and Africa's Agenda 2063. They also agreed that the Post-2015 SADC Gender Protocol must be accompanied by a Monitoring, Evaluation and Results (MER) framework.



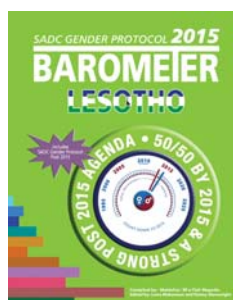
SADC Gender Protocol Barometer 2015 - Botswana

Botswana has made remarkable progress against the targets of the Southern African Development Community (SADC) Protocol on Gender and Development set for 2015. While Botswana has not yet signed the SADC Gender Protocol, legislators in the country remain committed to its ideals and targets. Botswana did make a commitment to the attainment of the Millennium Development Goals (MDGs) in 2015. The SADC Gender Protocol goes a step further in setting out a detailed roadmap for the achievement of the MDGs. However, President Ian Khama of the Republic of Botswana said that Botswana would not sign the SADC Gender Protocol because the government considers some of its time frames unrealistic, "and some of the measures have serious resource implications that we cannot guarantee."



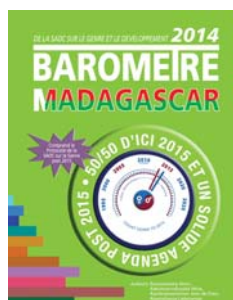
Baromètre de la SADC sur le Genre et le Développement 2015 - RDC

Le Baromètre sur le Protocole de la SADC sur le Genre et le Développement présente, à travers un tableau d'indicateurs, la situation actuelle des femmes et des hommes par rapport aux différents points sociaux, politiques et économiques. Ce baromètre est destiné à assurer le suivi et l'évaluation de l'application du PSG dans la vie des Congolais et Congolaises. Ses objectifs consistent à rassembler les données de base sur les principales dispositions du PSG, l'utilisation rationnelle et l'actualisation des données de base pour développer des outils de lobbying et de plaidoyer ciblant les gouvernements et les instances régionales pour qu'ils tiennent leurs engagements par rapport au PSG et utiliser cette recherche pour la réalisation des objectifs fixés par ce document.



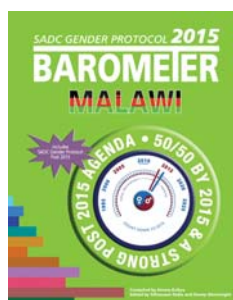
SADC Gender Protocol Barometer 2015 - Lesotho

Lesotho has signed and ratified the Southern Africa Development Community (SADC) Protocol on Gender and Development. It has also deposited the instruments of ratification with the SADC Secretariat. The SADC Gender Protocol (SGP) came into force in September 2012, implying that it is now a legally binding document, requiring states to domesticate its provisions. The Lesotho 2014 Gender Protocol Barometer is the sixth annual tracking report of the country's performance against the 28 targets of the SGP set for 2015. Thus, this SGP barometer is the most critical ahead of the cut off year for the country's progress.



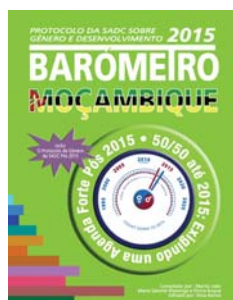
Baromètre de la SADC sur le genre et le développement 2014 – Madagascar

A un an de l'échéance de 2015, Madagascar a encore un long chemin à faire pour atteindre les objectifs fixés par le Protocole de la SADC sur le Genre et le Développement (PSG) et les Objectifs du Millénaire pour le Développement (OMD). Cependant, dans un contexte de crise sociopolitique que le pays connaît depuis six ans, les progrès enregistrés, bien que timides, sont louables.



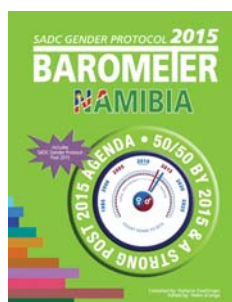
SADC Gender Protocol Barometer 2015 - Malawi

Malawi has a long way to go to meet the 28 targets of the SADC Protocol on Gender and Development. On most indicators, the country will fail to meet these targets by the 2015 deadline. The country ranks 174 of 187 nations and territories on the Human Development Index (HDI), according to the 2014 UN Human Development Report. The report also indicates that the proportion of Malawi's population living on less than US\$ 1.25 per person per day is at 61.6%. Thus, a number of areas need to improve in Malawi if it is to meet the SADC Protocol targets.



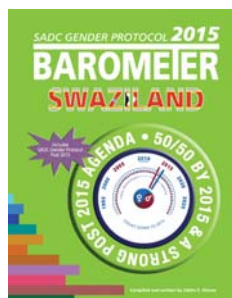
Protocolo de Género da SADC 2015 Barómetro - Moçambique

Moçambique tem feito progressos significativos no sentido de responder aos compromissos assumidos no âmbito do Protocolo da SADC sobre Género e Desenvolvimento, cujo o prazo é o ano de 2015, bem como outros compromissos visando alcançar a Igualdade do Género.



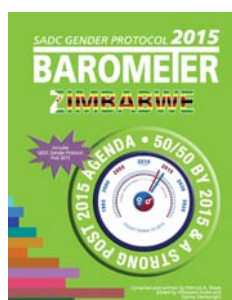
Protocol Barometer on Gender and Development 2015 - Namibia

Namibia has signed and ratified the Southern African Development Community (SADC) Protocol on Gender and Development. This major step demonstrates commitment by Namibia in accelerating efforts towards achieving gender equality. The SADC Gender Protocol (SGP) came into force in September 2012.



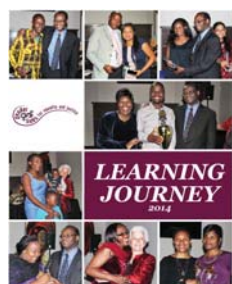
Protocol Barometer on Gender and Development 2015 - Swaziland

This is the sixth annual tracking report of Swaziland's performance against the 28 targets of the Southern African Development Community (SADC) Protocol on Gender and Development set for 2015. Swaziland signed the protocol in 2008 and ratified it in September 2012, becoming the eighth SADC country to deposit its instruments of ratification with the SADC secretariat.



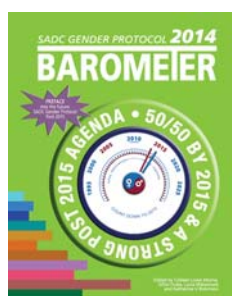
Protocol Barometer on Gender and Development 2015 - Zimbabwe

The 2015 Zimbabwe SADC Gender Barometer country report reflects on the country's progress towards advancing gender equality, women's rights and women's empowerment.



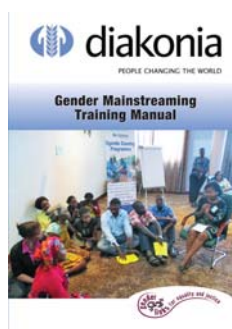
GL Learning Journey 2014

2014: Countdown to 2015, the deadline for the 28 targets of the SADC Gender Protocol, and the Millennium Development Goals; an eventful year for Gender Links, referred to by at least two staff as a university like no other. Each year, staff share their learning for the previous year as part of ongoing individual and organisational growth. Change is a strong theme that runs through these pages. We live in a world of breathlessly fast technological innovation that demands we move with it. GL's philosophy among many others is "Making IT work for gender justice".



SADC Gender Protocol Barometer 2014 - Southern Africa

In August 2008, Heads of State of the Southern African Development Community adopted the ground-breaking SADC Protocol on Gender and Development. This followed a concerted campaign by NGOs under the umbrella of the Southern Africa Gender Protocol Alliance. By the 2013 Heads of State summit, 13 countries had signed and 12 countries had ratified the SADC Gender Protocol. The Protocol is now in force. With one year to go, time is ticking to 2015, when governments need to have achieved 28 targets for the attainment of gender equality. In keeping with the Alliance slogan: Yes we must! this 2014 Barometer provides a wealth of updated data against which progress will be measured by all those who cherish democracy in the region. The SADC Gender and Development Index (SGDI), introduced in 2011, complements the Citizen Score Card (CSC) that has been running for five years to benchmark progress. The world, and SADC is also looking to the future with the post 2015 agenda. Now is the time to strengthen resolve, reconsider, reposition, and re-strategise for 2030.



Diakonia - Gender Mainstreaming Training Manual

Established in 1966 as the Swedish Free Church Aid, the organisation became Diakonia (a Greek word meaning care and service) in 1984. Diakonia's vision is "a world where all people live in dignified circumstances in a just and sustainable world, free from poverty." As a Christian development Organisation, Diakonia believes that all people are "part of God's sacred image" - this includes "all people irrespective of religion, gender, ethnicity, colour, sexual orientation, language, ideological or political beliefs, national or social origin, property, birth age, or any other status."

COMPARATIVE ANALYSIS OF THE GL SCORE CARD 2009-2016

NO.	KEY PERFORMANCE AREA	GL Score 2009	GL Score 2010	GL Score 2011	GL Score 2012	GL Score 2014	GL Score 2015	GL Score 2016
STRATEGIC POSITIONING								
Vision, mission and core values								
1	GL has a clear vision, mission and core values.	10	8.9	10	8.8	9.33	8.5	9.41
2	The vision, mission and core values are known & internalized by governance, management & staff and shared with new governance, management and staff.	7.8	8	10	7.9	8.38	7.9	9.03
3	The vision, mission and core values are regularly reviewed to ensure relevance.	8	8	10	8.3	8.40	7.9	8.94
Formulation of relevant strategies								
4	GL understands and regularly reviews the political context within which it works.	8.5	8.1	10	7.9	7.98	8.0	8.68
5	GL has clear, comprehensive strategies.	8.5	7.8	10	8.6	8.59	7.9	8.79
6	The strategies have been developed in a participatory manner and are well known by the whole team.	7.8	6.8	10	8	8.26	7.6	8.38
7	The strategies are reviewed regularly. Legitimacy for its work.	8	7.8	10	8.4	8.68	8.2	8.74
8	GL has a strategy for communicating about itself (e.g. brochures, flyers, annual reports etc).	8.9	9.5	10	9.2	9.48	8.7	9.24
9	GL is a well-known player within its field confirmed by its participation in public thematic discussion/debates, being used as a reference point, invitation to give talks/contribution in different forums etc.	9.4	8.8	9	7.8	9.24	8.2	9.06
10	GL regularly disseminates information and/or shares learning and insights from its work with other interested parties through organised forums.	8.7	8.4	10	8.5	8.98	8.1	9.15
GOVERNANCE								
Governance structures								
11	GL has an independent governing body (Board) besides the management team with a clear demarcation of roles and responsibilities.	8.8	8.8	9	8.3	8.95	8.0	9.09
12	The Board meets regularly, minutes are taken and maintained.	8.7	9.2	10	8.3	9.05	7.8	9.26
13	The Board plays its oversight role and policy direction in GL.	8.2	8.5	10	8.1	8.57	7.3	8.62
14	The Board has equal gender representation.	5.7	5.8	5	5.5	7.30	5.9	6.03
15	The Board is renewed regularly.	6.5	7	7	7.2	8.03	6.0	8.53
16	GL has a clear governing constitution that is reviewed and updated regularly.	8.5	8.5	9	8.1	8.25	7.5	8.71
Application of democratic rule								
17	The routines and practices of GL are fair and transparent.	7.7	7.4	9.5	7.5	7.81	7.2	8.3
18	Decision-makers are held accountable for the decisions they make.	8.2	8.4	10	7.6	7.51	7.2	8.21
19	There are clear, formal lines/systems for decision making that involve as broad participation as practical.	7.7	7.8	10	7.5	7.38	7.1	8.06
20	GL does not exclude participation by people on account of their sex, ethnic or religious affiliation.	9.3	9.2	10	8.9	9.09	8.5	9.62
PARTNERSHIPS AND TARGET GROUPS								
21	Findings from these follow-ups are usually discussed in relevant forums.	8	7.4	10	7.9	8.19	7.3	8.47
22	GL has well defined target groups.	8.1	8.5	10	8.3	9.46	8.7	8.97
23	GL is known by the defined target groups.	7.8	8.1	9	7.6	9.34	8.6	8.74
24	The relationship between GL and the target group is alive - characterised by free interaction and expression.	8.1	7.7	8.5	7.7	8.36	8.3	8.33
25	Target group accepts/appreciates the work of GL as addressing their needs.	7.8	7.7	9	7.9	8.70	8.4	8.64
26	GL has partnerships with national and external NGOs.	8.5	8.3	10	8.3	8.11	7.7	9
27	GL has a mechanism for involving the target group in its processes e.g. planning, monitoring and review.	7.7	7.6	9	7.4	8.05	7.2	7.85
28	Feedback from the target group is taken seriously by GL and is always acted upon.	7.5	7.6	10	7.4	8.08	8.0	7.76
29	GL conveys relevant information to the target group effectively and on a timely basis.	7.9	7.5	9	7	8.58	8.1	8
30	GL actively participates in relevant networks.	8.7	7.4	10	7.7	8.73	8.0	8.24
31	GL has been involved in joint activities with other network member organisations.	8.5	8.2	10	7.9	7.88	7.3	8.41
32	Through the networks GL has been able to acquire new information, work methods, skills etc.	7.9	8.1	10	8.2	7.65	7.2	8.18

NO.	KEY PERFORMANCE AREA	GL Score 2009	GL Score 2010	GL Score 2011	GL Score 2012	GL Score 2014	GL Score 2015	GL Score 2016
33	Those who participate in networks always give feedback to the other relevant staff in GL.	7.5	7.1	8.5	6.9	7.98	7.5	7.79
34	GL has leadership/coordination role in some of the networks.	8.4	8.5	10	7.8	8.67	8.7	9.03
35	GL regularly reviews participation in networks to ascertain those that are beneficial and those that are not.	8.3	7.5	10	7.4	8.76	8.4	8.3
PROGRAMME OF ACTION								
Planning for implementation								
36	GL has a strategic plan aligned to the vision and mission.	9.3	9.5	10	8.9	8.19	8.3	8.97
37	GL has annual plans drawn from the strategic plan.	9.3	9.1	10	8.8	8.50	7.6	9
38	Planning is done in an integrated and participatory manner and is understood by everyone involved in implementation.	8.3	7.9	9	8	8.37	8.1	8.85
39	The plan clearly defines the expected activities, indicators and results and is used for monitoring and evaluation.	8.2	8.4	10	8.5	8.59	8.3	9.09
40	Planning takes into account the gender perspective and PLWA.	7.9	6.8	9	7.9	8.00	7.9	8.06
41	Planning takes into account the PLWA.	6.9	6.6	9	7.6	7.90	8.4	7.79
42	There is flexibility for the planned activities to be adjusted in case of significant changes during the implementation period.	7.1	7.2	8	7.6	8.55	8.4	8.68
Working methods								
43	GL's working methods are reflected in the policy and other steering documents.	8.3	8	10	8	7.15	7.5	8.91
44	GL allows its stakeholders to critically and openly examine the work methods; GL responds constructively to feedback from stakeholders.	8.2	7.5	10	7.6	6.95	7.3	7.91
45	Work methods are regularly reviewed in a participatory manner.	7.8	8.3	10	7.6	7.44	7.8	7.94
Reporting and documentation								
46	GL documents what it considers important either for dissemination or for archiving.	9.2	9	10	8.8	7.74	7.8	9
47	GL reports to the donors on a timely basis according to their requirements.	9.4	9.3	10	9	7.56	7.6	9.15
Follow up								
48	GL has systems, tools and routines for regular follow-up to compare quality and quantity of results against plans and ensures that follow up takes place.	8.2	7.8	10	8.4	7.54	7.7	9.03
RESULTS FOR CHANGE: MONITORING, EVALUATION, KNOWLEDGE, AND LEARNING								
49	GL has internal project monitoring, evaluation and management systems and indications on how they contribute to good, accountable performance by GL.	8.3	8	10	8.7	8.25	8.1	9.21
50	GL has mechanisms to monitor & support operationalisation of amended and/or new policies.	8.3	7.8	10	8.1	8.07	8.1	8.82
51	Organisational reporting is based on results rather than just on activities.	7.9	9.1	8	8	7.93	7.8	8.79
52	GL has a mechanism of incorporating new learning and experiences from these follow-ups into future plans; these are reviewed regularly to ensure relevance and effectiveness.	7.7	7.9	10	8.2	8.30	8.3	8.56
53	GL uses both quantitative and qualitative methods to document results.	8.2	8.1	10	8.7	8.38	8.1	9.18
54	GL packages and communicates the results of its work effectively and to a variety of relevant stakeholders.	9.5	9.2	9	8.3	8.17	8.1	9
INSTITUTIONAL EFFECTIVENESS								
Human resources								
Selection and recruitment								
55	GL has a recruitment policy that is applied in all cases.	8	7.4	9	8.2	8.72	8.3	8.67
56	All positions in GL have clear and operationalised job descriptions.	7.6	7.1	10	8.5	8.65	8.7	8.68
57	All people working in GL have relevant qualifications, skills and experience.	8.3	8.1	10	8.1	8.12	8.4	8.52
58	GL has engaged enough people commensurate to the planned activities.	7	7.3	8.5	7.5	7.50	7.7	7.26
Capacity building								
59	GL has a staff development policy; encourages learning and supports capacity building; regularly updates the knowledge of staff through relevant refresher courses/workshops.	7.2	7.2	9	7.4	8.40	8.5	7.71
Roles and responsibilities								
60	GL has a documented structure that is known to staff members; Duties and responsibilities area allocated according to the structure.	8.6	8.2	9	8.5	7.90	7.8	8.68
61	Every member of staff has a clear job description stating the responsibilities and the reporting lines.	7.8	7.8	9	8.3	6.88	7.2	8.61
62	The structure is regularly reviewed, especially when strategies change and the structure effectively facilitates coordination of activities.	7.4	8.2	10	7.8	7.74	7.6	8.09
Performance, discipline and reward								
63	There a system of appraising staff performance periodically in order to identify capacity gaps and also assess rewards and incentives.	8.4	8.6	10	8.3	7.88	8.0	8.41
64	Cases of poor performance are addressed effectively.	7.5	7.6	9	7.1	7.78	8.1	8.21

NO.	KEY PERFORMANCE AREA	GL Score 2009	GL Score 2010	GL Score 2011	GL Score 2012	GL Score 2014	GL Score 2015	GL Score 2016
Work environment and communication								
65	Staff have regular staff meeting where they are able to freely express their feelings and opinions.	7.5	6.5	10	7.2	8.03	7.9	7.24
66	The relationship between the management and staff is cordial.	7.2	6.9	9	7.9	7.54	7.3	8.06
67	GL have a clear and effective mechanism for handling staff grievances as well as cases of indiscipline.	7.2	6.3	9	6.9	7.73	7.5	8.03
68	Management does not discriminate against staff on account of their sex, ethnic or religious affiliation.	9.3	8.5	10	8.9	7.46	7.6	9.44
69	GL has HIV and gender workplace policies that are well known and implemented.	7.7	7.7	9	7.5	8.54	8.7	8.34
70	GL has a wellness programme that is budgeted and assists staff to cope with balancing work and other needs.	7	8.2	10	7.2	8.08	8.1	6.88
Physical resources								
71	GL has comfortable and pleasant working space.	6.3	7.1	8.9	7.8	7.85	7.9	8.62
72	Staff have the equipment and resources they need to be able to work.	8.6	8	9	7.9	8.20	8.2	8.18
73	There is space for meetings and interactive events.	7.9	8.1	10	8	9.30	8.8	8.85
74	GL ensures that its physical assets are insured, safe and secure at all times.	8.6	9.1	10	8.5	9.20	8.7	9.06
Electronic resources								
75	There is formal procedure manual of hardware, software and instructions on the use for organisational information systems.	8.5	8.6	10	8.1	9.35	8.6	8.91
76	Staff are trained and receive support in how to use IT effectively.	7.6	8.1	9	8.2	9.08	8.2	8.85
77	Technical problems are solved within short periods of time without disrupting work.	7.2	8.8	8.5	8.2	9.12	9.0	7.88
Administrative and financial routines								
78	GL has an administrative and operational policy that is in use.	8.9	9.2	9	8.8	8.58	8.3	8.97
79	There are established systems and routines in all areas of GL work; these are clear and transparent.	8.5	8.5	9	8.3	8.36	7.4	9
80	Administrative decisions are made in an effective manner (consistently and promptly).	8.2	7.6	9	8	8.38	7.8	8.55
SUSTAINABILITY AND DIVERSIFICATION								
Financial policies and procedures								
81	GL has a written financial policy that is in use.	9.1	8.8	10	8.3	8.60	8.5	9.47
82	GL has a committed and qualified finance manager/accountant to carry out all finance related activities of the organisation.	9.5	9.1	10	8.9	8.95	8.7	9.47
83	The CEO has a basic understanding of financial accounting.	9.5	9.4	10	9.1	8.76	8.0	9.56
84	GL has a written purchasing and procurement policy that is in use.	8.9	9	10	8.9	8.20	8.5	9.33
85	GL has a comprehensive fixed assets policy.	8.3	8.8	10	8.8	8.30	8.4	9.45
86	GL has the ability and capacity to develop good proposals for donor funding.	9.5	9.3	10	9.2	8.81	8.3	9.03
87	The accounting system provides for accumulating and recording expenditures by grant and cost category shown in the approved budget.	9.3	9.2	10	8.8	8.79	8.6	9.36
88	All vouchers are filed with all original supporting documents chronologically.	8.7	9.1	10	8.5	8.88	8.8	9.36
89	Monthly management reports are generated and reviewed.	7	9.1	10	8.5	9.13	8.7	9.24
90	Rejected transactions are promptly analysed and corrected by a supervisor.	8.6	8.5	10	8.3	8.93	8.7	9.03
91	Backup copies are maintained and stored in a secure, fire resistant area.	8.8	8.5	10	8	8.88	8.5	8.9
92	GL has no difficulty with financial reports to donors - accuracy and timeliness.	9.3	9.3	10	8.9	8.70	8.5	9.21
93	There are budgeting procedures in place and budgets are taken seriously.	9.2	9.4	10	9	8.50	8.1	9.18
94	Accounts are audited annually and comments by auditors taken seriously to improve financial management.	9.5	9.4	10	9.2	8.78	8.3	9.36
Value for money								
95	GL ensures value for money from service providers.	8.9	8.6	10	8.9	9.00	8.4	9.09
96	Travel is managed carefully to ensure best value for money and lack of wastage due to cancellation, change of plans etc.	8.3	8.2	10	8.7	8.90	8.4	8.88
97	All staff, especially managers, are trained in financial systems and held accountable for any transactions they are involved in or budgets that they manage.	7.1	8	8.5	8.4	8.75	8.3	9.26
Long term financial planning and fund raising								
98	GL's resource mobilisation strategy embeds sustainability needs.	8.6	8.5	8.5	8.4	8.38	7.9	9.12
99	GL has diversified sources of funding.	8.8	8.8	8.5	8.4	8.40	7.9	8.88
100	GL has/is building an asset base.	8.7	9.1	10	8.7	8.70	8.1	9.32
TOTAL		823.2	818.2	951.9	813.7	852.7	816.7	867.7
PERCENTAGE		82%	82%	95%	81%	85%	81%	87%

VISION AND MISSION

GENDER LINKS FOR EQUALITY AND JUSTICE

VISION

Gender Links (GL) is committed to an inclusive, equal and just society in the public and private space in accordance with the SADC Protocol on Gender and Development.

MISSION

GL achieves its vision through a people-centred approach guided by the SADC Protocol on Gender and Development that is aligned to the Sustainable Development Goals, Beijing Plus Twenty and Africa Agenda 2063. Working with partners at local, national, regional and international level, GL:

- Promotes gender equality in and through the media, and in all areas of governance.
- Develops policies and action plans to ensure that gender equality is achieved, especially at the local level.
- Builds the capacity of women, men and all citizens to engage critically in democratic processes that advance equality and justice.
- Conducts campaigns for ending gender violence, HIV and AIDS, economic and climate justice and the rights of marginalised groups.

This mission is achieved through a strong commitment to results that includes:

- Evidence gathered through conducting research to identify gender gaps.
- Lobbying and advocacy using mainstream and new media.
- Developing action plans in participative ways that bring together a broad cross section of partners in learning that is applied and supported on-the-job.
- Establishing partnerships for the furtherance of GL goals with governments, NGOs, Community and Faith Based Organisations.
- Creating synergies to sustain the work.
- Monitoring and evaluating progress using appropriate regional and international instruments.
- Learning, knowledge creation and innovation.
- Ensuring value for money – economy, efficiency and effectiveness – in all GL's undertakings.
- Fund raising at country and regional level, including maintaining a diverse portfolio of funders and income generating activities through the GL income generating units.
- Enhancing institutional effectiveness: staff growth and development; efficient and effective use of IT, the purchase and maintenance of physical assets and an enabling environment for work and wellness.



GENDER LINKS

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