GENDER LINKS ANNUAL REPORT
MARCH 2007 - FEBRUARY 2008



GENDER LINKS

Gender Links (GL) is a Southern African NGO founded in 2001 that is committed to a region in which women and men are able to realise their full potential and participate equally in all aspects of public and private life. Based in Johannesburg, South Africa, GL locates its programme work within the broader framework of strengthening democracy in the region through ensuring the equal and effective participation of all citizens, especially women whose views and voices have been systematically marginalised.

A key area of focus is the transformation of gender relations is in and through the media. This is achieved by conducting research; training; creating and sharing content that demonstrates how gender can be integrated into media outputs; taking advantage of the opportunities presented by information technology and strengthening the communication skills on gender activists as well as women in decision-making. Through its gender justice programme, GL links activists and the media in campaigns to end gender violence. GL is a founding member and hosts the secretariat of the Gender and Media Southern Africa (GEMSA) network.

In 2003, GL embarked on a gender and governance programme that combines research and advocacy around women in decision-making with media training on gender and elections as well as enhancing the communication and media skills of women in politics. Local government has emerged as a specific area of focus.

GL's "Write about rights" programme provides the glue to its different programme areas through its flagship Opinion and Commentary Service that links activists and decision-makers with the mainstream media. The "I" stories or first hand accounts provide an avenue for voices seldom heard in the media, such as those caring for People with HIV; survivors of gender violence and women councillors to speak out. All programmes are organised around a circle called "E Talk" which includes GL's list serve, website, data base of close to 3000 contacts and the cyber dialogue facility that enables GL to hold online discussions with multiple participants in the region and across the globe.

The GL Board was chaired until April 2007 by South Africa's ambassador to Cuba and former Chair of the Commission on Gender Equality, Thenjiwe Mtintso (SA). Dr Muna Ndulo, (Head of the African Studies Institute at Cornell University and former dean of the Law School at the University of Zambia) is current chair of GL. Dr Athalia Molokomme, Attorney General of Botswana, a former High Court judge and former head of the SADC Gender Unit, is the deputy chair. Other board members include: Ferial Haffajee (Editor of the Mail and Guardian in South Africa); Pat Made (Zimbabwe/USA, former Director General of Inter Press Service and an independent media trainer and researcher); Ruth Ansah Ayisi (Ghana/UK, independent media trainer and consultant based in the UK); Loga Virahsawmy (President of the Mauritius Media Watch Organisation); Charles Chisala (GEMSA CEO) and Dr Pinkie Mekgwe from Botswana Research Department, Council for the Development of Research in the Social Sciences in Africa (CODESRIA), based in Dakar, Senegal. Colleen Lowe Morna (South Africa/Zimbabwe), a former journalist and editor; Chief Programme Officer of the Commonwealth Observer Mission to South Africa and founding CEO of South Africa's Commission on Gender Equality, is GL's executive director. (For more information go to www.genderlinks.org.za)

Chairperson's Report



As GL turns seven, we are more convinced than ever of the importance of the work we do. We also face the future with greater confidence, both as a result of our improved financial position, as well as the organisation's well earned reputation as a centre of hard work and excellence.

As I write this, GL has just received the wonderful news that it is one of 38 organisations around the globe that will be awarded funding over the next five years through the DFID Governance and Transparency Fund. In mid 2007, GL received a special commendation in the Driver's of Change Awards administered by the Southern Africa Trust (SAT) and the *Mail and Guardian*. A few months earlier, Vodacom and the Media Magazine named our Executive Director runner up in the South Africa Media Woman of the Year awards; a rare recognition of the work of a gender and media NGO by the media establishment.

Driving change



Excerpts from the award citation:
"While much is said and written about giving voice to the poor and marginalised, the majority of whom are women, GL is one of the few NGOs that has actively sought to do something about this. GL has worked strategically and systematically to sensitise the mainstream media to the under representation of women's views and voices in the media through conducting research; training; creating and sharing content that demonstrates how gender can be integrated into media outputs; taking advantage of the opportunities presented by information technology and strengthening the communication skills on gender activists as well as women in decision-making. Through its gender justice programme, GL links activists and the media in campaigns to end gender violence."

Our outreach continues to extend well beyond the borders of even the Southern African Development Community (SADC) region, especially through our website, list serve and cyber dialogues. Our 2007-2010 strategy identified six pillars to our work. I will address those that relate to our strategic positioning; partners and networks as well as sustainability. The Executive Director's report covers our Programme of Action; institutional growth and development as well as monitoring and evaluation.

Key focus areas of the GL Strategy 2007-2010

- Strategic positioning;
- Programme of action;
- Institutional growth and development;
- Partnerships and networks;
- Sustainability;
- Monitoring and evaluation.

The regional context

Southern Africa must confront a myriad of challenges as it attempts to address effectively the needs and aspirations of its people. Its greatest challenge continues to be the need to build a life for the people free from poverty, disease, human rights abuses, gender inequality and environmental degradation.

On the health front, the HIV/AIDS epidemic has become one of the major obstacles to sustainable development. The increased mortality and morbidity of prime-age adults caused by the HIV/AIDS pandemic has brought wide ranging socio-economic impacts on all aspects of rural and urban livelihoods. This includes erosion of productivity in the work place, food security and the livelihood asset base, decreased access to education and other productive assets thereby exacerbating poverty.

At a social level, migration has become an important and divisive issue in the region. The major economy in Southern Africa, South Africa, was host to 40,000 refugees and asylum seekers in the year 2000. By 2004, this number had more than doubled to 104,000. The ongoing crisis in Zimbabwe continues to generate mass movements of people within the region, while thousands of southern Africans seek other opportunities in the UK, US and elsewhere. Southern Africa must address the situation of large-scale movement of people through domestic and regional institutional instruments including SADC and NEPAD.



Economically, Southern Africa countries continue to struggle with the challenges of economic development and most of them will not meet the targets set by the Millennium Declaration for 2015. Much like the rest of Africa, the challenges confronting Southern Africa's economies come from two interrelated sources: (a) constraints imposed by the international economic and political order within which our economies operate; and (b) domestic weaknesses deriving from socio-economic and political structures and neo-liberal structural adjustment policies not adjusted for local conditions.

The main elements of the hostile global order include, first, the fact that southern African economies are integrated into the global economy as exporters of primary commodities and importers of manufactured products, leading to terms of trade losses. Reinforcing this, secondly, have been the policies of liberalization, privatization and deregulation as well as an unsound package of macro-economic policies imposed through structural adjustment conditionality by the World Bank and the IMF. These have now been institutionalised within the World Trade Organisation (WTO)

through rules, agreements and procedures, which are biased against our countries.

These external and internal policies and structures have combined to generate unsustainable and unjustifiable debt burdens for some of the southern African countries. This has crippled the affected economies and undermined their capacity and their ownership of strategies for development.

Poverty remains a major challenge for the region. Governments in the region have not made a dent in the persistent poverty that affects the majority of the people of southern Africa.

Just as Southern Africa appeared to be emerging from decades of conflict, Zimbabwe has been cast into turmoil through greed and the breakdown of the rule of law, virtually bankrupting one of the region's richest and most promising nations. The recent spate of xenophobic violence in South Africa is a reminder of the tensions that simmer beneath the veneer of a united region. And South Africa itself is in its most uncertain state since 1994 as the man who seems set to take over as president in 2009 also faces charges of corruption. Jacob Zuma was acquitted of rape charges in a controversial case that nontheless found his behaviour less than becoming of a future head of state of a country that has among the most progressive provisions for gender equality.

Heeding the winds of change



One of the strengths that GL has been able to draw on up to now is its location in South Africa, with its progressive democratic traditions and exemplary constitutional provisions on gender equality.

No matter what happens in the 2009 elections, South Africa will never be quite the same. Gender justice NGOs like GL would do well not to bend to, but to heed the winds of change.

The 50/50 campaign has and will continue to be a pillar of our work. But it is clear that this is not enough. Women in the African National Congress (ANC) failed to even advocate, let alone vote for a woman leader at the landmark December 2007 congress. A new careerism and populism has gripped the country. Women leaders are far from immune.

What this means is that we have to move beyond the 50/50 slogan. We need to be prepared to critique women in power. We need to advocate not just the presence of women in politics but feminist perspectives in decision-making. We need to look for new leadership, like (radio and TV personality) Redi Direko leading a march against women being stripped and violated at taxi ranks because they wear mini-skirts. We need to identify the new sites of power within the ANC.

We need to identify where and how we establish tactical alliances for advancing our work; at the same time identifying when it is necessary to pull back and be critical. We have not lost our power. We just need to know when and how to use it.

(Excerpts from a presentation by Board member Ferial Haffajee, also editor of the Mail and Guardian, at the 2008 GL Board meeting.)

Patriarchy and democracy coexist

As fellow board member Thenjiwe Mtintso often points out, patriarchy and democracy are still comfortable bedfellows. Patriarchy is not an ideological construct. It is a violent system as experienced vividly in the mind boggling number of women and children who are raped in our society. It is a system that entrenches economic inequality, as supported by statistics showing that the feminisation of poverty continues, particularly in rural areas, working class communities and among the unemployed. The fact that women are the worst hit by HIV and AIDS is directly attributable to the unequal power relations between women and men.

Strategic positioning

GL began as a gender and media organisation that grew into the governance and justice areas, both still closely linked to the media work. Following an evaluation in 2005, we pondered each of these programme areas, and agreed in the end that GL had a strategic niche in all of them. During this year, these programme areas have developed a unique place in GL work as well as leveraging new work and resources of their own. Budget wise, the media programme accounts for approximately half our work, while the governance and justice portfolio account for the other half. However, the latter have successfully leveraged new resources for GL and are the bedrock of our advisory services (media still do not pay for gender work!)

GL can now genuinely claim to have a POA that - though presented in silos - is more like a spider's web; each programme feeds off and into the other. This year, for example, we will start our round of newsroom training on gender and politics. It's part of the media training programme; but equally part of the governance programme. It will generate stories for the Opinion and Commentary Service; contacts for the data base; photos for the photo library and entries for the gender and media awards. It will be another entry point for the Media Action Plan on HIV and AIDS and Gender (MAP); and a chance to talk about the National Action Plans (NAPs) to end gender violence.



We can also now genuinely claim to have work that stretches from the local, to the national, to the regional, to the global. The saying: act locally, reach out regionally and think globally has real meaning in our work.

Refining our vision and mission



light of the changes around us and within our own organisation, we felt it prudent to revisit or vision and mission at the 2008 Board meeting.

Our vision - of a Southern Africa in which women and men are free to realise their potential in both their private and public lives - remains as valid as ever.

But we found our mission needed expanding. When we started out with the slogan "promoting gender equality in and through the media" we had a dedicated focus on the media. Our horizons have since expanded. Our governance and justice work is growing. So we have amended our slogan to "Gender links for equality and justice" (with a deliberate play, of course,
on the "links" that are our strongest branding).

Our new mission statement (ironically much shorter!) captures our three programme areas and commits GL to:

- Promote gender equality in and through the media and in all areas of governance.
- Conduct effective campaigns for ending gender violence, HIV and AIDS.
- Build the capacity of women and men to engage critically in democratic processes that advance equality and justice.

Dr Athalia Molokomme - Deputy Chair and AG of Botswana

Governance

The 2005 evaluation highlighted governance as one of GL's strongest points. The recommendations made have been followed through. The Board increased in size by two people. Following the last board meeting we had a change of leadership. I took over as chairperson. The transition took place smoothly. Exco has met four times and overseen the day to day work of GL, including staff changes; extensions to the premises and key fund raising initiatives. GL remains committed to strong governance. We cannot be in the good governance business and be found wanting on any count! What is happening in our region is a good illustration of why clean and consistent governance is essential from institutional to country level.

Looking ahead: vision 2020

Our overall positioning requires constant re-examination. Even as we implement the current three year strategy, we need to plan for what happens after 2010, because the lead time for planning and fund raising is long. During our Board meeting in March 2008, the Board agreed to convene a special "visioning" meeting ahead of its next meeting in March 2009. What we would like to do is look as far ahead as 2020. To avoid 2020 vision we need to have a vision for 2020!

During our Board meeting, my colleague Dr Pinkie Mekgwe mooted the possibility of GL spreading it wings beyond Southern Africa. As I write we are planning our first satellite offices in Gaborone, Botswana, and Port Louis, Mauritius. We have also taken the decision to start an endowment fund that will help to secure our future (see also financial report). These are indeed giant steps for our young organisation.

Time to spread our wings?



Gender Links has naturally been cautious in its early years. When starting a new venture there is wisdom in making haste slowly. But the time may soon be coming for us to spread our wings.

From our solid base in the English speaking countries of Southern Africa we have used our base in Mauritius to start work in Madagascar and DRC. Requests for assistance are coming in from French speaking countries in West Africa.

English speaking West African countries such as Ghana and Liberia are experiencing a turn around. The time is right for a strong Pan African gender movement. Who is playing that role? How can it be strengthened? How can GL leverage the knowledge and tools that it has developed, especially in its niche area – the media – to extend its work to other parts of Africa? We should not hesitate to explore how we can use our ever expanding networks to venture into other parts of the continent.

- Dr Pinkie Mekgwe, Board Member

I wish to thank the Executive Director and staff for their hard work; as well as my colleagues on the Board for their dedication and insight. GL would never be where it is today without the support of its donors and partners, many of whom have been with us over several years. Thank you; we hope that you will continue to journey with us as we pursue our vision of a region in which women and men are able to realise their full potential in both their public and private lives.



Dr Muna Ndulo
Chair, Gender Links.



Partners and networks

By Charles Chisala. GL Board Member



The 2005 evaluation recognised that GL is one of the most networked NGOs in the region and that these partnerships and networks go a long way in explaining "a small organisation with large footprints." However, the report also highlighted the inherent tensions in these multiple partnerships and recommended an annual review of all partnerships. GL and board members familiar with the work of GL conducted an internal evaluation of partnerships. The Chair sent a similar form to partners. The analysis showed that:

- GL has a total of some 45 active partners and networks.
- Of these 20 are in the media sector; 10 in the justice sector and 15 in the governance sector. The governance and justice sectors have brought in a range of new partners, especially at local and community level.
- Of the 45, 21 are South African; 16 regional; 8 international.
- 25 are NGOs; 9 are government or statutory institutions; 7 educational and training institutions; 4 are inter governmental organizations (eg UN, SADC).
- Almost all partners have in some way been met through or are part of networks that GL is part of or has been instrumental in creating or coordinating (see table one).

Working through networks provides a way of helping to manage partnerships; it also poses challenges. Table two shows that GL has now acquired a fair bit of experience in different types of networking arrangements; each with advantages and disadvantages. Overall, however, the assessment underscored the importance of working with and through networks rather than individual partners.

Table one: Partners and networks

GEMSA	4
GMDC	11
Protocol Alliance	9
MAP	5
NAP/Sixteen Days	9
50/50	4
Local gvt assns	3

Table two: Different networking experiences

NETWORK	CHARACTER	GL LINK	ADVANTAGES	DISADVANTAGES
GEMSA	Legal, autonomous entity	Founding member; host secretariat	Can fund raise; enhance ownership	GEMSA seen as arm of GL
GMDC	Project with advisory board	Managed by GL	Clearly a GL project; bringing in the knowledge community	Partners may not feel same sense of ownership
Protocol Alliance	Issue based; minimal formal structures	Coordinate; done most fund raising	Linked by a clearly focused campaign; generally good relationships	GL does all the work; not enough sharing of responsibility
MAP	Consortium of media NGO coordinated by SAEF; specific tasks media/HIV and AIDS	Lead policy arm	Role clearly demarcated; get on with our task	Weak coordination often leaves GL defacto playing this role; marred by tensions
NAP/ Sixteen Days	Coalitions built around gender justice plans	Pioneered concept; fund raised and coordinated workshops	Best practice; in line with UN recommendations; SADC Protocol etc	Turf and funding tensions; often not sufficient buy in from partners; easier to coordinate around small campaigns.
50/50	Global campaign	GL's cutting edge research in the region	Don't have to claim this space-acknowledged; GL input sought	GL name often used, eg by international partners for fund raising etc.

Those who responded to the questionnaire commented on the range and diversity of our partnerships, but also the complexity of managing these. Respondents within and outside GL identified the following as the key ingredients for success:

- Mutually beneficial relationships.
- Shared vision and commitment.
- Delivering on promises.
- Complementarity and synergy.
- Each partner sees the partnership as a way to further an area of work together, partners bringing their unique skills and expertise – not just for their advancement.
- Willingness to go the extra mile, be flexible and a mindset of giving as much to the work as the other partner.

Partnerships and networks keep growing

Excerpts from two E Mails show how networks and partnerships keep growing:

"WEDO has recently learned of a very exciting funding opportunity from the Dutch government that would enable us to work with partners at the national level to develop the Global 50/50 Network in their countries. The RFP is specifically concerned to fund projects that address any one of four MDG3 indicators. Since one of the indicators is "women's participation in public affairs," we are eager to use this opportunity to significantly develop the Global 50/50 initiative. We hope that you – as one of our strongest partners – will be interested in collaborating with us on this initiative."

"I am writing to invite you to join efforts with UNESCO and to co-sponsor the annual web-based action ***Women Make the News 2008*** which encourages all media organizations producing daily news to give editorial responsibility to women editors and journalists to direct the news on 8th March, the International Day of Women, as a step to promote gender equality in the media. *Women Make the News 2008* has two goals: to highlight the need to promote women journalists to decision-making positions throughout the world, and to promote gender equality in newsrooms. We wish to invite the media to fulfill their democratic responsibility to represent women and men in a fair and balanced manner."

Executive Director's Report

By Colleen Lowe Morna



2007/2008 has been a year of growth but also of consolidation. Amidst the constant rush and bustle that is GL we have put considerable effort this year into strengthening our human resource base; developing long term programmes like the Gender and Media Diversity Centre (GMDC) - our new knowledge creation and dissemination centre; building networks, alliances and coalitions. These speak to a better balance between short term and long term; activity and process; outputs and outcomes.

We have been guided by our three year strategy that in turn came out of an organisational evaluation in 2006/2007. As this is the first year of implementation, I will present my report according to the strategic priorities determined by the Board in this document, referred to in the preceding report by the Chairperson.

Programme of Action

Our POA may be divided into our core programmes, and the emerging advisory services portfolio. These are reviewed in greater depth in the programme review. I will highlight a few key successes and strategic directions that we are taking:

- Over this year GL has stepped up its involvement in the SADC Gender and Development Protocol campaign that provides key targets and indicators for all of our work.
- In the Media Action Plan (MAP) on HIV and AIDS and Gender, about half of the 218 newsrooms targeted for HIV and AIDS and gender policies are now actively involved in the process; one third have drafted or adopted policies. This programme has few parallels; it is unique.
- Venturing through MAP into Francophone countries has opened an exciting new landscape and languages, so much so that GL is now establishing a small office in Mauritius to service the needs of its programme work there and in the Francophone countries of Southern Africa.
- Serious engagement with media regulators on developing gender policies. This will be strengthened by the Gender Protocol.
- The GMDC, launched just before the 2008 Board meeting.
- Media literacy, now extending from pilot projects in South Africa to four Southern African countries.
- Ground breaking research on Glass Ceilings in newsrooms; Gender and Advertising; Gender and Tabloids.
- Cutting edge work on gender action plans at local level flowing from our research study, "At the Coalface, Gender and Local Government."
- Extension of this research and roll out to 8 more Southern African countries.
- Strengthening of gender justice campaigns through National Action Plans (NAPS) in six countries and rolling out these plans this year to four more countries.
- Following up on the NAP's with strategic communication training and strategies that place a focus on stepping up preventive efforts. Developing indicators for measuring gender violence in line with the SADC Protocol.
- The visit by the Ama Bruxa Culture group formed by a local government councilor in Southern Namibia in December; an excellent example of the governance and justice programmes working together to give one of the most memorable human faces to the work that we do.

GL's methodology continues to be a strong one:

- Finding a niche.
- Conducting activist research that straddles the media/academic divide.
- Picking up on key strategic issues.
- Running pilot projects, especially in our home base.
- Developing training materials and advocacy tools in a collaborative way.
- Working with partners to develop local capacity and action plans.
- Developing synergies that sustain our work.

The local government project is a particularly good example of this model. One of our challenges is to ensure this level of depth to all our work. In seeking to rationalise our work in the future, we need to move more towards fewer activities that are carried through from research to action.

South North Cooperation

While GL continues to have a strong focus on Southern Africa, its research, training and knowledge resources attract attention both north and south. As a later section of this report details, the Gender and Media Diversity Centre (GMDC) provides a way for responding to the many diverse queries that are received by the office, as well as forging more meaningful partnerships between north and south.



Guro Almas of the NCA at the NCA/GL workshop in Norway. Photo: Colleen Lowe Morna

In 2007, the Norwegian Council on Africa (NCA) that supports our gender justice work invited GL and GEMSA to run a workshop for Norwegian NGOs in mainstreaming gender in their work and designing communication campaigns around these efforts. In 2008, the Swedish International Development Agency (Sida) invited GL to share experiences on developing communication campaigns around development concerns. We continue to grow and widen our horizons through such experiences.

Institutional growth and development

As our programme has expanded, our human and infrastructural base has also grown.

Physical resources

The GL house is truly the best investment GL has made with reserves generated from its own resources. We finished paying off the house soon after the 2007 Board meeting. We faced a mishap over the Christmas holidays with a burst pipe that caused extensive damage. An up-to-date insurance policy, quick crisis management and good team work minimised

the disruption and helped to get us back on our feet with some gains, like new carpets, painting and furniture.



Some important extensions and additions during the year included:

- Converting the board room into a multipurpose room and library and home of the GMDC.
- Digitising of all our clip files; over 2000 gender and media related newspaper articles. These are being categorised using the VRC database to go up on our website and become a public resource.
- Converting the paper storage room into a computer room for the GMDC.
- Further office partitioning to accommodate more staff.
- In November, Exco approved an extension to the building that has provided an extra office, and more attractive premises for GEMSA, which rents offices from GL.
- Installation of a generator and gas heating to overcome the effects of electricity power cuts.

Human resources

Staffing

The Board set key targets for boosting staff capacity in 2007/2008. During the year, we lost one staff member and gained four, giving us a staff complement of 13. This puts staff turn over at 7%; below the accepted (and healthy) norm of 10%. The gains made are all at a senior level, including a deputy director and manager of the GMDC. The post of finance and administration manager has been elevated to a full time post. Our part time finance manger has been promoted to internal auditor.

Driving personal change



Nancy Padare joined GL as housekeeper. She quickly learned to type, use E Mail, reception and clerical skills. Padare has since been promoted to Receptionist and House Manager. Described by one of our partners as the "salt of GL" Padare manages the maintenance and construction work at the GL house. She also runs our catering service. This year, Padare and several GL staff are taking driving lessons. The race is on to see who will get their license first!

Other human resources

GL continues to run a vibrant internship programme, with four interns at various times this year, including an intern from the Netherlands seconded by one of our donors, NIZA. In general, these experiences have been mutually beneficial. We also outsource a large amount of work; the financial analysis later in this report shows that our HR costs are split roughly evenly between staff and consultants. This is how we are able to work across the region. We are also fortunate to have some excellent and dedicated service providers, like Gemini concepts, who do our design and layout, labouring long and hard hours to ensure we meet our standards and our deadlines.

Personal growth and development

Like many NGOS, GL provides opportunities rare in the private and public sectors for personal growth. Interns are given responsibilities well beyond making the coffee (many comment on this). We have staff members who have moved from housekeeping to clerical, and administrative to programme work.

I would like in particular to comment on the emergence of a strong middle management team. This is one of the goals we set for ourselves as we sought to recruit a Deputy Director. The goals included fund raising targets, financial reporting and accounting, as well as decentralising liaising and managing donors. Very considerable progress has been made on this front.

For example, the Justice Programme Manager and Assistant Director secured three year funding for her programme to continue when the Norwegian grant ends this year. Good performance in the governance area also played a significant role in securing additional DANIDA funding for the media work. This sharing of responsibility for fund raising and accounting is a trend that must continue to be encouraged.

Mentorship and capacity building:

This programme has started to take shape, and IT training in particular continues to forge ahead. While we need to strengthen these programmes we also need to develop a culture of self learning; that is taking the time to learn from our mistakes. Many tensions arise from mistakes that are repeated; this applies especially to financial management; editing and productions. It is important to read through and internalise why changes have been made; it is the only way that all of us who write regularly have learned to write. Solutions like hiring editors and proof readers are only part of the answer. Certain basic standards need to be met, not only for the organisation but also for personal growth and development.

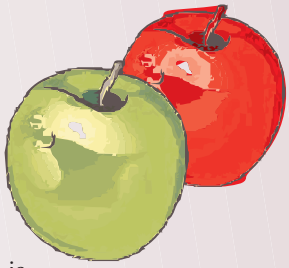
Effective decentralisation and sharing of responsibilities: As GL grows its work needs to be devolved into units, and the PAS of senior managers adjusted to ensure effective sharing of the management load.

Succession planning: An important issue raised in the evaluation and an objective set for this period is to ensure more effective succession planning. The country we work from (and many of its neighbours!) are a good reminder of why we must pursue this strategic objective vigorously!





Working for wellness



By Loveness Nyakujarah Jambaya
Assistant Director

GL management and staff have embarked on a wellness programme to promote a healthy work environment while maintaining a balance between self (private) and work. An organisational analysis conducted by a human resources specialist in 2007 showed that Gender Links is essentially a winning team that strikes a relatively good balance between tasks and maintenance of the team and individuals. But teams need constant nurturing.

Key issues

Two human resource consultants commissioned to evaluate the GL team in 2007 made the following comments:

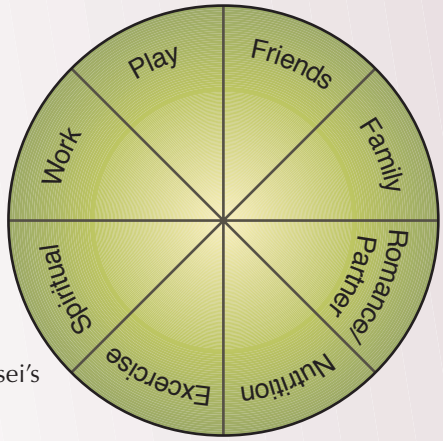
- Intellect, engagement and vitality of the group.
- Reflective, open, direct.
- Sense of personal and professional development.
- Proud to be part of the first class work of the organisation.
- Organisation helps people to go beyond themselves, grow, develop, be more confident, feel like a winner, and commit to purpose of the organisation.
- Members of the team are more than ready to engage in the process

They recommended that management:

- Ensure positions are filled with the right people; skills and organisational (ability to work under pressure; commitment; personality; resilience).
- Institute an induction programme.
- Conduct a job evaluation to ensure a fit between staff competencies and requirements of the job; identification of gaps; capacity building.
- Develop a wellness programme.

What is wellness?

Wellness is generally used to mean a healthy balance of the mind, body and spirit that results in an overall feeling of well-being[1] (2008, Wikipedia). Dunn (196, p. 4) defined wellness as "an integrated method of functioning which is oriented toward maximizing the potential of which the individual is capable. It requires that the individual maintain a continuum of balance and purposeful direction within the environment where s/he is functioning."[2]



The determinants of being well are demonstrated by Mmatshilo Motsei's *Wheel of wellness* presented at one of GL's early wellness sessions.

Motsei challenged staff to rate themselves on a scale of one two ten on all these determinants, with zero being the centre of the circle and ten the perimeter. Staff were then asked to join the dots. Many strange shaped circles appeared as we realized that there are some aspects of our wellness that we have been ignoring.

The wellness programme is still in its infancy, but so far the following steps have been taken:

- *Wellness Committee created:* Chaired by the Assistant Director, the Wellness Committee comprises the Executive Assistant, one representative from GL and a representative of GEMSA (because we share premises).
- *Wellness policy adopted:* The wellness policy drafted by the committee was adopted by the Board in March 2008 and is found in GL's Policies and Regulations.
- *Wellness sessions on identified needs:* The Executive Director conducted a session on time management and Motsei ran a session on wellness for the Board and staff that led to a "walking for wellness" exercise. The Board meeting resolved to mainstream wellness into GL activities. Several topics have been identified (see next steps).
- *Fun activities:* Fun activities included going to UMOJA at the Victory Theatre; lunch at Moyos and a visit to the zoo (see photo on back cover).

Next steps

The work plan will emerge from the organisational needs and interests assessment exercise that is being carried out internally led by the Wellness Committee. This will inform the work plan and budget for 2008/9. Areas that have been identified include:

- Effective communication; conflict resolution; stress coping skills.
- HIV and AIDS – effects in our lives
- 360 degree feedback
- Assessment of mentorship programme; process overall
- Gender and the workplace.



1. 2008, Wikipedia the free encyclopedia; http://en.wikipedia.org/wiki/Wellness_%28alternative_medicine%29

2. Dunn, H.L. (1961). High-Level Wellness. Arlington, VA: Beatty Press.

Monitoring and evaluation

The evaluation stressed the importance of maintaining and strengthening our Monitoring and Evaluation system, described as a best practice. All our funders are requiring sophisticated M and E systems that can generate data to demonstrate institutional health; outputs, outreach and outcomes. We have made it a point that we need one strong and unified M and E system, rather than individual and project-based systems. The following is a brief description both of the systems as well as the indicators that we generate.

M and E Systems

Internal systems

GL has a well developed internal M and E system that includes:

- A three year strategy with objectives, targets and indicators.
- Annual board meeting that decides broad strategic direction.
- An annual action plan that translates this into concrete programmes.
- Detailed trimester plans, agreed at review and planning meetings that take place every three months.
- Staff PA's that are adjusted every trimester depending on specific work.
- Staff evaluations three times a year before review and planning meeting.
- Annual 360 degree feedback for all staff members; in the case of ED and managers including external inputs.
- Bimonthly staff reports and plans.
- Composite bimonthly plan drawn up by ED.
- Monthly systems reports: finances; MAP; commentary system; website and database stats; media queries.
- Bimonthly staff meetings in alternating weeks

Other systems used include:

- Team assessment tools.
- Time use and management assessment tools
- The MM wellness wheel.
- Partner assessment tool.

External systems

In addition to these internal mechanisms, GL is regularly externally evaluated in the following ways:

- We administer evaluations after each workshop we conduct. These are contained in our workshop reports.
- In 2007/2008, GL submitted 23 donor reports.
- To qualify for most funds these days, NGOs we are required to satisfy long lists of requirements aimed at ensuring solid governance and systems, such as the check recently conducted on GL by KPMG on behalf of DFID before funding could be recommended.
- Regular donor evaluations, such as the team of independent consultants who have been evaluating DANIDA funding.
- Requirements by some donors for external evaluations to be conducted of their individual projects.
- The five year external evaluation conducted in 2006/2007 through the collaboration of two GL donors that GL intends to institutionalise going forward (this will be built into our funding agreement with DFID).
- The research that we conduct, e.g. on the impact of GL's work with the media during Sixteen Day campaigns; media monitoring; governance research.

Qualitative indicators

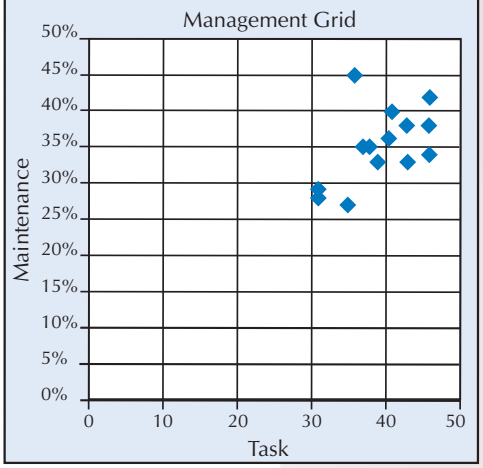
These include:

- Feedback on our work; partners; website.
- Queries that we get.
- Awards and recognition.
- Analyses of progress being made in our areas of work.

Team indicators

Figure one is a compilation of the results of a questionnaire that measures perception of task against maintenance within the team. The quadrant can be divided into four: high maintenance and low task is referred to as the "country club" organisational culture; low task and low maintenance the "impoverished" culture; high task and low maintenance the "sweat shop" culture while high task and high maintenance are referred to as the "winning team". The results show most of GL pulling in the direction of the winning team, but the few gravitating towards the sweat shop is an indicator of the need to keep working on balance and avoid burn out.

Figure one: Measuring team health



Institutional indicators

There are several examples from recent funding applications and grant evaluations of the kinds of institutional indicators that every NGO must be able to demonstrate to be able to survive. These are, fortunately, also indicators to which we subscribe, that are well laid out in GL Policies and Regulations, as well as the set of standards that accompanies this. A few examples include:

- Minutes of Board and Exco meetings.
- Three year strategy and annual plan.
- Annual budgets, with budget lines for each donor.
- Annual audit and management letter.
- Up to date company registration.
- Evidence of all statutory requirements being met.
- Register of all donor contracts.
- Register of all staff and consultant contracts.
- Updated policies and regulations.
- Manuals on all IT and other systems.
- E filing; passwords and back up.

Output indicators

There are several output indicators. These include:

Participation in GL activities

Table 3: GL Workshop Statistics 2007/2008

	M	F	TOTAL	%M	%W	%TOTAL
Gender and media	329	526	855	38	62	32
Gender Justice	376	687	1063	35	65	40
Gender and governance	239	360	599	40	60	22
Advisory Services	16	90	106	15	85	4
Networks	11	50	61	18	82	2
Total	971	1713	2684	36	64	100
Prior year			2255	39	41	100

Table s is a summary of GL events and activities contained at the end of this report. It shows that:

- GL hosted or co-hosted 77 workshops; seminars; dialogues and events; 44 in South Africa and 33 is other countries across the region.
- These events and activities involved 2684 people (an increase of 19% over last year).
- Participants included 36% men (slightly down from 39% last year) and 64% women.
- At 40% the governance programme had the highest level of male participants; this is very encouraging given the local level at which we work.
- The justice programme (largely because of the 16 days) had the highest proportion of participants (40%).
- Out of the 855 Gender and Media participants, 347 were media practitioners (many participating in direct training as part of the BU programme). 43% of these were men.

Other aggregate output indicators include the several publications and workshop reports produced by GL (see work plan assessment at the end of this report as well as the publications report.

Outreach indicators

Given our mission to reach over 100 million people across 14 countries, we have started to think more about out reach indicators.

IT statistics

Immediately following this report is GL's IT report, which provides useful output data. As I finalise this report, GL is reviewing in website statistics for June that show 1.8 million website hits in one month! This phenomenal number (linked, we are sure to the GEM Summit) demonstrates how IT can help to cascade our work and is a vindication of GL's "Making IT work for gender justice" campaign.

All those who participate in GL events are added to the GMDC contacts data base that can be accessed through the website (www.gmdc.org.za). Table four shows that there are currently 3330 names on this data base, 38% women and 62% men, most of whom also form part of GL's list serve. This is used to disseminate the Opinion and Commentary Service; the Gender Justice Barometer; information on new publications; campaigns; cyber dialogues and events.

Table 4: GMDC Contacts Database Statistics

Country	Male	Female	Unspecified	Total
SADC Region			2898	2898
Rest of Africa			62	62
International (Asia, Americas, Australia, Europe)			84	84
All*	927	1471	932	3330*
	38%	62%		

Media queries

Data on media queries is another way of measuring our outreach. Figure two compares media queries during the year under review with previous year. It shows that in total GL recorded 175 queries (slightly lower than the 180 queries received the previous week) or an average of 3.4 queries a week. A striking similarity between the two years is the increase in the number of queries in August (Women's month) and November-December (Sixteen Days of Activism). December 2007 also registered a high number of queries due to the ANC Congress in Polokwane. Several queries concerned the failure by the ANC Women's League to elect a woman and the implications for gender equality of a Zuma presidency.

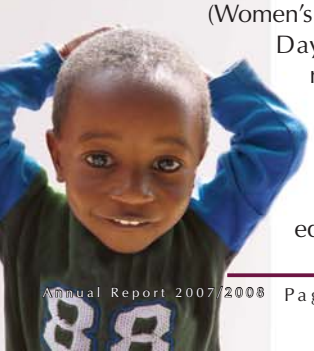
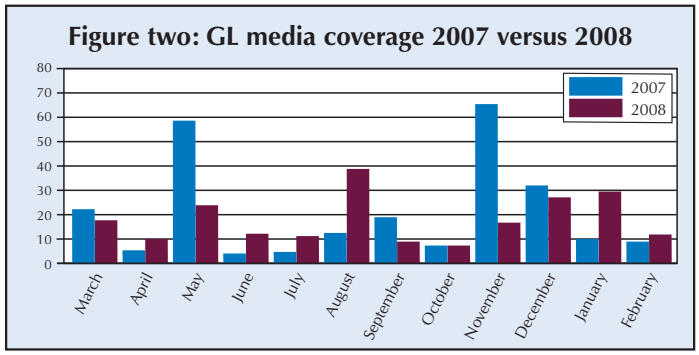


Figure two: GL media coverage 2007 versus 2008



Opinion and Commentary service usage statistics

Another outreach measure is the data we gather on the number of Opinion and Commentary Service articles that we distribute, the extent to which these are based on existing and new writers, and the different types of ways in which the articles are used, as detailed later in the report.

Other queries

Through the GMDC (see later section) we are documenting the queries that GL regularly receives and responds to. These include: speaking engagements; donors drawing on our expertise; reference groups for research; research queries; visiting scholars; links; partnerships; networks and campaigns that continue to give GL "large footprints". They also underscore why it has become so vital to develop a knowledge centre so that we can address these kinds of requests more effectively.

Impact indicators

GL and partners are working towards repeating the GMBS that gave us the gender and media baseline data on which we premised our work in 2009/2010. The study will be expanded to cover many more aspects; especially an in-depth look at HIV and AIDS. The Francophone project that involves a baseline study has given us the opportunity to start testing different parameters for this research.

This research is already telling us something about our work outside South Africa where we do regular spot monitoring. The study includes Seychelles - part of the original GMBS. There, as we have been observing in South Africa, the proportion of women sources is up from 19% to 26%. It's a basic but telling measure. The GEM summit in August will gather new and interesting case studies, especially on citizen engagement through media literacy. This will also be important for M and E.

This year, we will again start conducting newsroom training for elections and this will give us a wealth of data to update our governance statistics. Part of deepening the NAP process is developing a "basket" of indicators for GBV aligned to the SADC Protocol. As part of deepening that campaign, GL will also be coordinating an annual gender equality and justice barometer to reflect on progress in reaching the targets set by the Protocol.

I wish to thank several staff who have assisted in preparing the rich data for this report; the Board for the wise direction it has provided and to our partners without whom our small steps would be little footprints. We look forward to taking even greater strides together in the coming year.



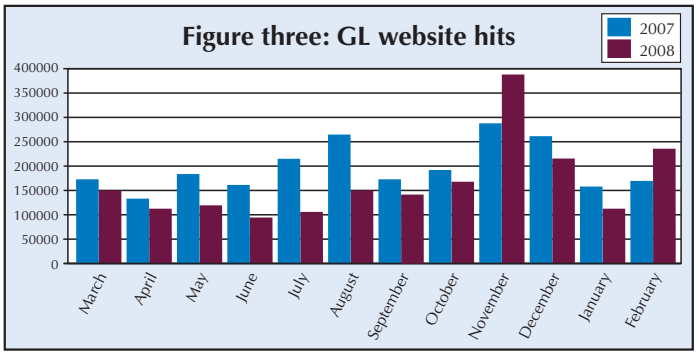
Colleen Lowe Morna
Executive Director

IT @ GL

By Lydia Byarugaba
GMDC and Systems Administrator



IT plays a central role in the work of GL as it provides and efficient way of leveraging our work. We now manage two websites, the Gender Links website (www.genderlinks.org.za) and well as the GMDC website (www.gmdc.org.za). Next year we will be able to report more fully on the GMDC website. The following are some highlights on the GL website for 2007/2008.



	Year 07	Year 08
March	172082	153524
April	139569	120197
May	187255	120393
June	161355	98205
July	223489	110220
August	269092	149301
Sept	177681	140996
October	188664	161425
November	299257	389239
December	266323	222254
January	157972	116645
February	175974	238576
Total	2 418 713	**2 020 975**
Average	201 559	**168 415**

The average number of hits per month was 168, 415 compared to 201 559 the previous year. But at 389 239 (November) 2008 recorded the highest hit for any month. As in the case of the media, there is a close correlation between the time of the year (Women's month in August; Sixteen Days of Activism in November/December) and the number of hits).

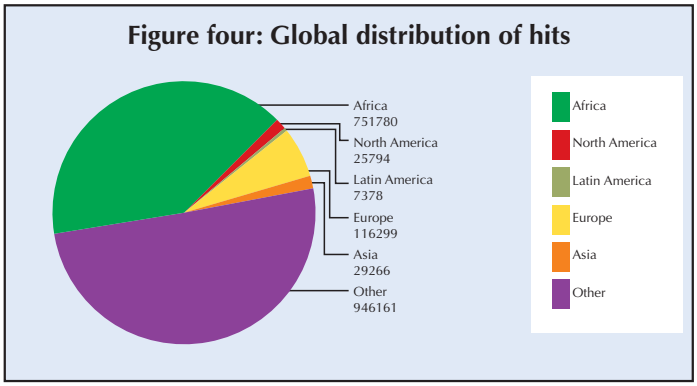
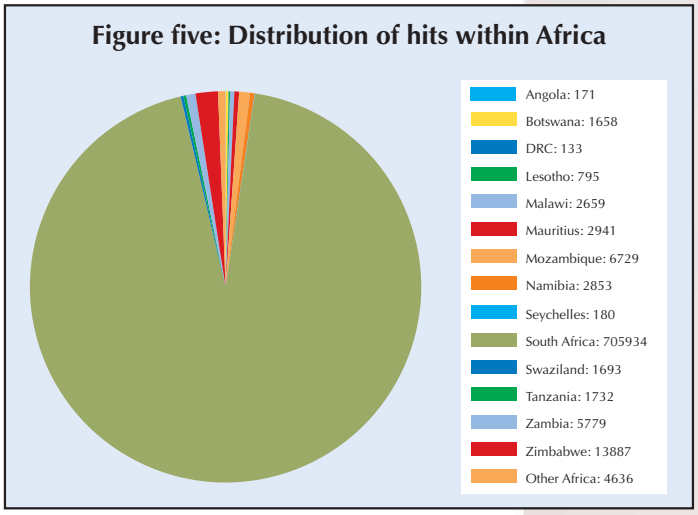


Figure shows that visitors from African countries constitute the majority, with the bulk of these coming from South Africa.



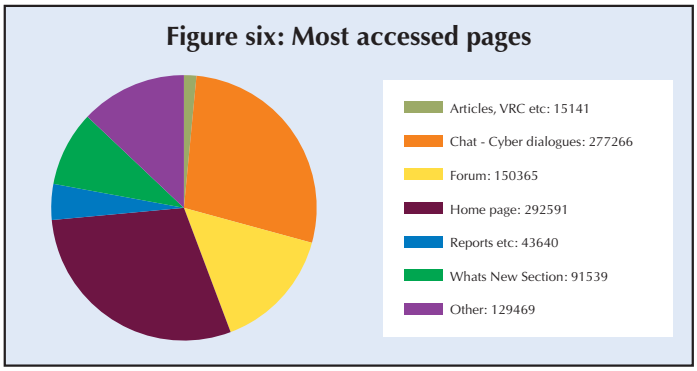


Figure six shows that the home pages; Forum and Cyber Dialogue sections received the highest visits. This is encouraging to GL as we seek to develop more interactive features, especially the wikkis and bloggs on the GMDC. The GMDC, which is intended as a one-stop shop, also opens the possibility of linking website of organizations committed to promoting greater diversity and gender equality. Below is an example of the kinds of requests for such links that GL frequently receives.

Linking through the web:
The following is an example of the kind of "link" request that GL regularly receives:

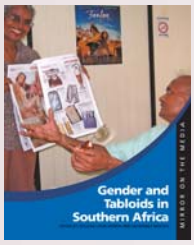
"My name is Marilyn Preston and I am a doctoral student at the University of Missouri. I am working on a project that explores gender in everyday life, we have created a web-zine that uses research, art, and prose writing to explore gender, performance and equity. I looked through your website and found it not only useful, but rather important and related to our interests as academics and activists concerned about gender and equity. I would like to put a link on our page to your website, and would love it if you would like to link ours: http://thegenderproject.googlepages.com

Please let me know if this is something that interests your organisation. Thank you."



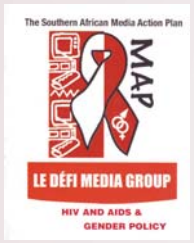
GENDER AND THE MEDIA (GEM) OVERVIEW

Gender and the media remains GL's largest programme area. There are five legs to this programme area: research; policy; training; bridging services between gender activists and the media ("Write about Rights") as well as the new Gender and Media Diversity Centre.



Gender and media research

GL, in partnership with media development NGOs has initiated cutting edge research on gender and the media in Southern Africa, including the Gender and Media Baseline Study (GMBS) in 2003; Gender and Media Audience Study (GMAS) in 2004/2005 and the Gender, HIV/AIDS and Media Baseline Study in 2006, extended to Seychelles, the DRC and Madagascar in 2007/2008. Through its "Mirror on the Media" project GL works with networks around the region to conduct media monitoring of different events (e.g. the Sixteen Days of Activism campaign); types of media (e.g. radio talk shows); and genres (e.g advertising). In 2007/2008 GL conducted pioneering research on the mushrooming of tabloids in the region and the implications for gender equality. GL's latest research project is on Glass Ceilings in Southern African Newsrooms.



Policy

Building on these research findings as well as three pilot projects to develop gender policies in newsrooms, GL is managing the policy leg of the Media Action Plan (MAP) on HIV/AIDS and Gender led by the Southern African Editor's Forum (SAEF) that aims to ensure that 80% of media houses in the region have HIV/AIDS and Gender policies by the end of 2008. Over one hundred media houses are currently engaged in this process. GL is also working with media NGOS, regulators and self regulators in developing gender standards and codes of ethic.

Gender and media training

GL has developed a wide variety of gender and media training tools and applied these in different kinds of training – in-service, newsroom and entry level - in partnership with media training institutions around the region. Over the period 2007 to 2010 GL will continue to run courses with media training institutions on such themes as gender, economy and the media using its manual "Business Unusual" as well as on gender elections and the media in light of elections in several countries in the region. These materials will be translated into French and courses extended to the DRC and Madagascar. Case studies from research and training are archived in the Virtual Resource Centre (VRC) that now also features a clippings library.





Write about rights

GL produces an average of ten Opinion and Commentary articles a month written by well established as well as new writers. These are disseminated to the mainstream media across the region. GL has pioneered a special genre of "I" stories or first hand accounts of women's experiences of gender violence, living with AIDS and working in local government that have proved highly popular.

The Gender and Media Diversity Centre

In May 2007, GL, media NGOs and knowledge institutions launched the Gender and Media Diversity Centre whose vision is one of a "more representative, responsive, and professional media as well as citizens, women and men, who are empowered to engage critically with their media." The centre is directed by an advisory board that meets twice a year, and is managed by GL. It comprises a physical and virtual resource centre through which research, contacts and publications are exchanged, and debates initiated. The centre runs monthly on topical issues. It has initiated media literacy projects in four Southern African countries involving partnerships between knowledge institutions, gender and media networks using GL's "Watching the watchdog" manual. The centre produces a Gender and Media Diversity Journal twice each year. It has also compiled stories written during the gender and economic reporting training into a book called Business Unusual: Gender, Economy and the Media.



The Gender and Media Summit

GL, together with the Media Institute of Southern Africa (MISA) and the Gender and Media (GEMSA) Network is a key partner in organising the Gender and Media (GEM) Summit every two years in which media performance is put under the spotlight and good practice affirmed through Gender and Media Awards. Case material from monitoring and the awards is disseminated through the VRC.

Gender and Media Research

By Sikhonzile Ndlovu, Researcher



After three successful pilot projects on conducting in-house audience research, GL extended this project to two more media houses in 2007/2008: The Voice in Botswana and the Swazi Observer.

Following the ground breaking study on Gender and Advertising in Southern Africa launched in July 2007, Gender Links extended the periodic Mirror on the Media trends survey to tabloids.

Other research that has been conducted includes *Who talks on radio talk shows* and *Who makes the news which is an analysis of the 2005 GMMP findings in Southern Africa.*

The latest study is the 6th edition of the Mirror on the Media series. This research focused on gender representation and portrayal in tabloids and audience responses to this. This is the first time that GL and GEMSA have conducted research on tabloids. To our knowledge it is the first comprehensive study on gender and tabloids in Southern Africa.

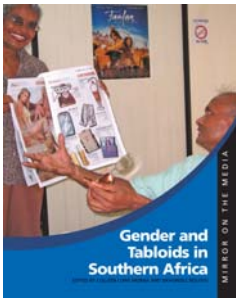
Three countries participated in this study and these are Mauritius, South Africa and Tanzania. These countries were chosen because they have a high density of tabloids.

Newspapers monitored	
COUNTRY	**NEWSPAPER**
Mauritius	L'Hebdo (weekly); 5 Plus (weekly) Le Dimanche (weekly)
South Africa	Daily Sun (Media 24); The Daily Voice (Independent) and the Sunday World (weekly)
Tanzania	Alasiri (evening daily); Amani- weekly; Uwazi (weekly)

Objectives

The research set out to evaluate what role this medium is playing with regard to gender equality and the potential role this medium could play in reporting public interest matters and in promoting gender equality and other rights.

Outputs



- The study yielded a regional overview and three country reports. The monitoring covered a total of 2546 news items: 859 in Mauritius; 1203 in South Africa and 484 in Tanzania.
- 280 audience perceptions on gender and tabloids.
- Material generated for the virtual resource centre in the form of case studies. 36 case studies written up.

Outcomes

The report has been launched in all three countries in the study. Below are some of the key findings of the study

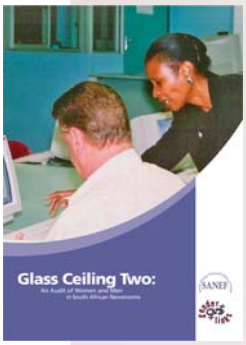
- The tabloid phenomenon is mushrooming across Southern Africa. 37% of papers in ten countries are tabloids.
- Men are the main buyers of tabloids: Only 43% women buy the paper directly compared to 62% of men.
- Most editorial content in tabloids is of a non- news nature. 45% of editorial is news. Tabloids are not the main source of news for audiences.
- The main reason for reading tabloids, especially among women, is for entertainment and escapism: Some 60% women and 50% men said they read tabloids to "catch up on the gossip."
- Gender biases abound in the way stories are told. 36% gender aware stories were recorded. Gender stereotypes are reinforced in the roles that women and men appear in.
- Women's views constitute 25% of news sources in tabloids.
- Women in the monitored tabloids constitute 35% of all images.
- Male reporters predominate in tabloid newsrooms. 71% of reporters are male.
- Audiences especially women are unhappy about the blatant stereotyping of women in tabloids.
- Audiences would like to see greater diversity in the way women and men are portrayed.

Next steps

- The next Mirror on the Media series will focus on community radio.
- GL plans to extend the Glass Ceiling in newsrooms research conducted in South Africa in 2007 across Southern Africa.

Shattering Glass Ceilings

GL's next major research project, *Glass Ceiling in Southern African Media Houses* will gather qualitative and quantitative data on how women and men are represented in all areas of media operations and practice, within the hierarchy and across different occupational categories. It will go "beyond the numbers" by seeking to determine whether the presence of women makes a difference to institutional practice and editorial output.



In this sense the research is the most far reaching ever undertaken in Southern Africa, with previous research concentrating only on representation using limited samples or as reflected in content analysis based on who writes or produces what (where this can reasonably be determined through the product).

The research is the third of a trilogy of research undertaken by GL and MISA that has included: The Gender and Media Baseline Study (GMBS, 2003), that analysed media content from a gender perspective and the Gender and Media Audience Study (GMAS, 2005) that analysed audience reception and preferences from a gender perspective.

The Glass Ceiling research, which builds on a pilot project undertaken with the South African National Editor's Forum (SANEF) in 2007, completes the series by providing baseline data on the internal institutional make up and practices of the media from a gender perspective.





Good governance in and through the media

By Patricia A. Made
GL Board Member

For a long time, journalists have been on the frontline of taking the flak for any deficiencies in the media. Inaccurate story – the reporter got it wrong. No context – reporter did not do his or her research. No coverage of development issues – the journalists do not have the knowledge and need to be trained. The list goes on and on. Therefore, the journalists, especially in Southern Africa, have been the targets of the first-line of actions to make the media more responsive and accountable.

Media accountability however, is far more than getting the facts correct and the story told. The standards that govern the vast amount of information that flows from the media daily are not managed by the reporters, but by the media owners and media managers. They are the ones who have the power to ensure that public accountable media truly "comfort the afflicted and afflict the comfortable".

Media owners and media managers, like governments, need reminding that good governance in and through the media is their business. But getting to the media managers is not easy. Often bogged down in trying to finance, manage and keep alive media operations in legal environments which are not media-friendly, the owners and managers of newspapers, television and radio stations throughout Southern Africa are not the easiest bunch to bring to the table. And unfortunately, like the very governments in the region which they criticize for blaming 'external forces and circumstances' for their political and economic deficiencies, media owners and managers too seem more content to focus on the 'external threats' than to confront and frankly discuss the internal threats to the development of free and independent media in Southern Africa.

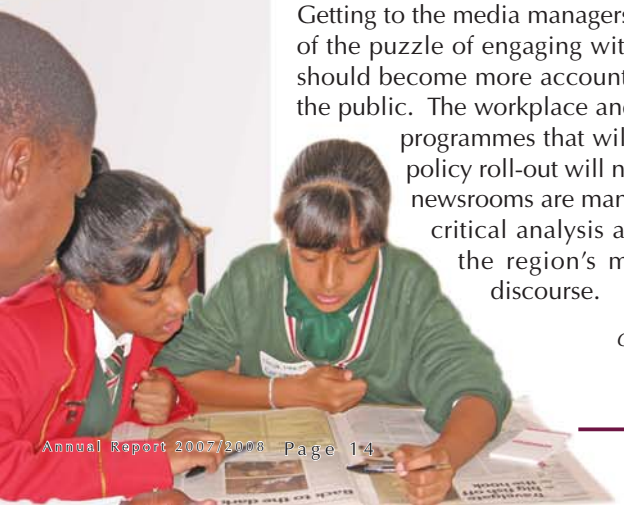
To play their watchdog role effectively without looking like hypocrites who wear the cloth of a free and independent media only for the protection of their own predominantly male privilege and power interests, media owners and managers must ensure "good governance" of their own internal operations; and, they must put in place, and monitor, the systems and mechanisms for the constant vigilance required to guarantee that the professional standards of journalism are infused throughout the editorial processes and translated into editorial content. This does not just happen. It starts with reflection and then moves into coordinated planning and action.

Perhaps serendipitously, the HIV and AIDS and Gender policy roll-out programme of the Southern African Media Action Plan (MAP) has unlocked the door to reflection on good governance in the media for owners and managers. While HIV and AIDS and Gender form the basis of the policy discussions, these issues have paved the way for media owners and managers to reflect on larger and more strategic issues such as, among others:

- What do we stand for as a media institution?
- Do our newsrooms reflect the diversity of the society we live in?
- Are our institutional and organizational practices in accordance with national policies and law, or, are these practices guided by gender, religious, ethic, political, and other biases, prejudices and interests?
- Do we promote diversity or stigma and discrimination in our coverage of issues?
- Is our editorial content influenced by biases and prejudices?
- Is our editorial content fair, balanced and accurate?
- Do we safeguard freedom of expression for the media only?

Through MAP, media owners and managers in Southern Africa have opened their doors to discussions on policies and programmes that will promote diversity in and through the media, ensure the equitable and fair treatment of all within the media, and to discussions that can identify and build upon models of progressive newsroom leadership that will improve governance within the media institutions.

Getting to the media managers has been a vital piece of the puzzle of engaging with the media on how it should become more accountable to the interests of the public. The workplace and editorial policies and programmes that will evolve from the MAP policy roll-out will not only change the way newsrooms are managed, but will also add critical analysis and new dimensions to the region's media and democracy discourse.

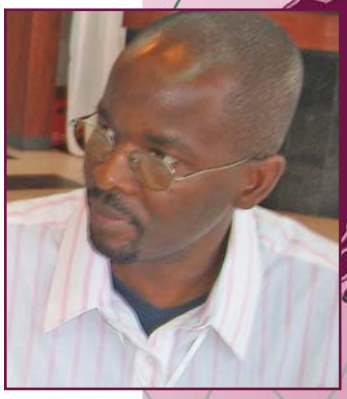




GL HIV and AIDS and Gender Manager Dumisani Ghandi promotes good governance in media houses. Photo: Trevor Davies

Media Action Plan (MAP) on HIV and AIDS and Gender

By Dumisani Gandhi
HIV and AIDS and Gender manager



The Media Action Plan (MAP) on HIV and AIDS and Gender is a collaborative effort by the Southern African Editors' Forum (SAEF) and NGO partners to improve coverage of HIV and AIDS and gender, promote diversity, the equitable and fair treatment of all within media workplaces; as well as mitigate the effects of the pandemic on the media industry. GL, in partnership with MISA, leads the policy arm of MAP. Other legs of MAP are training; ethics; monitoring and research; and information.

The Southern African Media Action Plan

MAP

on HIV and AIDS & Gender

With a target of having 80% of newsrooms adopting workplace-based policies and programmes on HIV and Gender by the end of 2008 the country launches of the HIV and AIDS and Gender Baseline Study signaled the beginning of the MAP process in earnest in 2006. In 2007 the focus was on the roll out of policies in media houses in the region. The table below summarises the cumulative progress made in the first and second year of the MAP policy roll out.

Table Five: Summary of MAP policy progress to date

Country	Baseline study launch	Management Meeting	Situation analysis	In house workshop	Draft Policies	Policies adopted	Total media houses targeted
Botswana	1	7	5	2	2	1	11
Lesotho	1	16	13	13	13	6	17
Malawi	1	23	23	15	15	7	27
Mauritius	1	7	3	3	3	2	13
Mozambique	1	20	17	14	14	11	34
Namibia	1	8	6	4	2	1	18
South Africa	1	2	2	1	-	-	17
Swaziland	1	6	6	6	6	2	7
Tanzania	1	13	10	7	2	-	38
Zambia	1	19	9	8	2	-	23
Zimbabwe	1	-	-	-	-	-	13
Total	**11**	**121**	**94**	**73**	**59**	**30**	**218**

Outputs

In the period 2007-2008 MAP built on the successes of 2006-2007 as follows:

- The number of media houses that have given buy-in to the MAP policy roll out process increased by 64 from 57 (26%) in March 2007 to 121 (55.5%) out of the targeted 218 media houses.
- In total 94 media houses have proceeded to stage 2 compared to 28 in March 2007.
- Thirty policies were formally adopted.
- Twenty-nine still await formal approval.
- In the period under focus a successful fact finding mission was carried out to the DRC to explore the feasibility of carrying out an HIV and AIDS and Gender Baseline Study
- Three training workshops were held in the DRC, Madagascar and the Seychelles to train and contract monitors and supervisors to conduct research for the Francophone HIV and AIDS and Gender Baseline Study

Outcomes

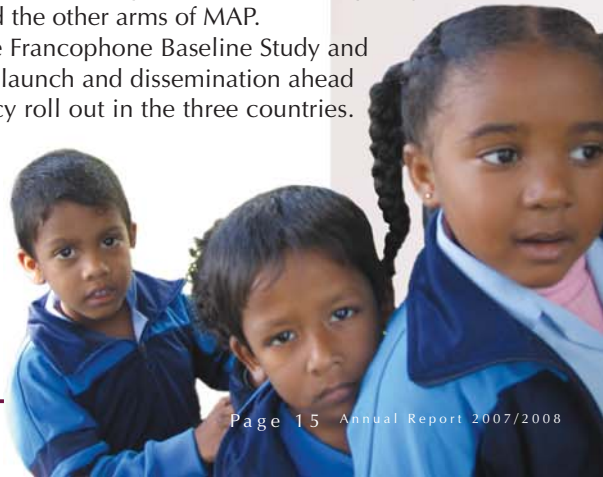
The table illustrates that the cumulative number of draft policies at hand now stands at 59 or 27% of the targeted 218. Of the 59 draft policies, 30 have been formally adopted while an outstanding 29 still await formal approval as working policies for the respective media houses. What this means that 30 media houses have so far gone through the full cycle from getting the buy-in from management up to drafting and formalising the policies as working policies for the organisations.

There are some bottlenecks that have been identified among other, lack of progress by facilitators, internal dynamics within media houses causing perennial delays in moving the process forward and sometimes parallel processes within specific countries that have stalled the MAP process.

GL is currently revising its strategy to ensure accelerated implementation of the policy roll out. The specific strategy differs according to each country and facilitator as conditions differ by country and facilitators. The Francophone HIV and AIDS and gender baseline study results are in hand and the report is currently being drafted.

Next steps

- Renegotiate contracts with facilitators to retain a smaller but effective team for the quicker implementation of the policy roll out process.
- Refine the actual process of implementing the policy roll out to ensure quicker implementation. For example, where media houses are agreeable, hold joint workshops for several media houses to lead them into the policy drafting stage instead of doing it per newsroom.
- Run the HIV and AIDS and Gender institutional leadership awards with the Gender and Media Summit.
- Strengthen the MAP partnership to ensure the best possible collaboration in the implementation of the policy roll out and the other arms of MAP.
- Finalise the Francophone Baseline Study and plan for its launch and dissemination ahead of the policy roll out in the three countries.





From a dinner party to HIV and AIDS Policies

By Loga Virahsawmy
GL Director, Francophone and Mauritius Office

From a dinner party in Mauritius in June 2007, GL will now help develop HIV and AIDS policies in media houses in Madagascar and the Democratic Republic of Congo (DRC).

The French romance that began with a dinner party that I hosted at my home in Rose Hill with colleagues from Madagascar that has blossomed into a love affair with this country and DRC. In Madagascar we developed a relationship with the *Federation Pour la Promotion Feminine et Enfantine*. After the Mauritian encounter, I led a delegation to DRC where we made contact and with Panos, the High Authority of Media (HAM) and *Union Congolaise des Femmes des Medias (UCOFEM)* in DRC.

Being part of SADC and not being part of activities taking place in the SADC region made DRC and Madagascar feel like "les enfants pauvres" (the poor children). Both UCOFEM and FPFE thought that a golden opportunity was being offered to them to form part of this big GEMSA family. They, therefore, did not hesitate for one second to help the team from Gender Links to organise workshops in these two countries.

Workshops on media monitoring on gender, HIV and AIDS were held in DRC on 1st and 2nd October 2007 and in Madagascar on 18th and 19th October 2007. The interests in these workshops were so great in these two francophone countries that the organisation of the workshops were sterling.

"This partnership with Gender Links is lifting us to new heights as now we are receiving all information of what is happening in the region. We believe that this partnership will bring a change in mindset and in decision taking on questions that are linked with women especially in DRC. This will also help us to be part of a bigger picture. The findings of the media monitoring on gender and HIV and AIDS will be a watchdog and media practitioners will have the tools and skills to write balanced articles." -

Dorothee Swedi, Team Leader and Chairperson of UCOFEM

In DRC the participants were mostly media practitioners and a few members from the High Authority of Media (HAM) including the Director, Tiefolo Banza. Participants in Madagascar included women from business, doctors, academics and the judiciary.

In DRC participants worked throughout tea breaks and lunches and travelled miles to come to the training. In Madagascar, professional women took leave from their work to participate for the duration of the workshops.

In comments at the end of the monitoring workshop, participants in DRC said that although they have been doing monitoring, this had enlightened them to the real meaning of the word. "You will not be disappointed for having placed your trust in us," most of them commented. Indeed we were not disappointed at all.

The Comments of participants on the evaluation forms of both countries ranged from "we really do not know how to thank Gender Links for such a good workshop; we have never attended a workshop of this nature before; the GEM classification was a bit difficult to grasp as this is a new concept that we hear for the first time; in two days we feel we have changed; there should be more workshops of this nature"

Indeed at GL we are so used to reading the media with a gender lens that very often we forget that training of this kind must be ongoing. Classification of articles and pictures into blatant stereotype, subtle stereotype, gender aware and gender blind was a real eye opener for participants. Having mastered all these concepts the head of team tried their hand at writing a few case studies for the Virtual Resource Centre of Gender Links.

The findings of the Baseline studies on Gender, HIV and AIDS for DRC and Madagascar will be launched at the end of June in both countries. Launches will be followed by in-house workshops to help media managers to develop Gender and HIV and AIDS policies.

The French love affair will definitely not stop with policies in media houses. Both UCOFEM and FPFE want to be involved with all projects, workshops and events of Gender Links.



French love affair: Monitoring in Madagascar. Photo: Colleen Lowe Morna



Gender in media training

By Trevor Davies
GL Associate Trainer



Since its inception, GL has conducted workshops on the following themes: covering gender violence; gender, HIV and AIDS and the media, as well as gender elections and the media. These workshops have involved building links with media training institutions; developing training material; producing a supplement as part of the training as well as training of trainer courses.

Business Unusual

Following the success of the first phase of its Business Unusual training in 2006, GL extended the training to four more Southern African countries, using the Business Unusual manual, with the support of NIZA. Table six shows that GL trained 113 journalists; 39% of whom were men.

Table Six: BU workshops June 2007 to February 2008

Country	Date of workshop	Male	Female	Total	% Men	% Women
SA- IAJ	16-20 July 2007	6	9	15	40%	60%
Namibia	23-27 July	10	5	15	67%	33%
Swaziland	12-17 August 2007	7	16	23	30%	70%
SA-Rhodes	22-26 October	6	6	12	50%	50%
SA-Stellenbosch	2007	6	15	21	29%	71%
Botswana	5 October	9	18	27	33%	67%
Total	4-8 February 2008	44	69	113	39%	61%

The five day programmes consisted of:

- Exposure to key topics and issues during the first two days of the workshop. Local experts were invited and shared their experiences while exercises from the training manual were also used to further elaborate on the key concepts.
- Field work on the third day where participants went out into the field to search for stories and take the relevant photographs.
- Writing of stories and producing of supplement on the fourth day. Some participants were also actively involved in designing and layout of supplement.
- Review of the supplement, summarising key learning points on the final day.

The Stellenbosch University workshop differed slightly from the other workshops in that it was held over one day. However the students wrote stories under the supervision of their tutors after the training and produced a supplement carried by the student newspaper.

Participants were required to write or produce at least one story after the course. These like the other stories written up during the trainings stood a chance of being published as part of GL's Opinion and Commentary Service for which a fee is paid.

The participants to the IAJ workshop in South Africa had the opportunity to attend the launch and debate around Gender Links ground breaking report on Gender and Advertising in Southern Africa which was launched on 17th July 2007 at the Institute for the advancement of Journalism in Johannesburg.

Outputs

- Six supplements were produced during the course of the workshops.
- Case study materials for the VRC.
- Video of the training produced in Botswana.
- New partnerships forged with training institutions and media houses. For example Grocotts Mail of Grahamstown which carried the Rhodes University supplement has agreed to work with Gender Links in the MAP programme.

Outcomes

- Increased gender awareness and sensitivity among economic reporters and journalism students.
- New partners for the Gender and Media Diversity Centre (GMDC).
- Opportunities for personal growth e.g. journalism students.
- Strengthening GL partnerships with training institutions.
- On the job gender and media training for media trainers through co-facilitation arrangements.

Next steps

- BU manual to be translated into French and training to be extended to Madagascar and DRC in 2008/2009.
- Two case studies from each supplement to be written up as case studies for the GL Virtual Resource Centre (VRC).
- Best participant from each course to participate in the Gender and Media (GEM) summit.
- Compilation of best pieces into a book to be launched at the GEM summit later this year.

Women claiming new spaces in Swaziland.
Photo: Trevor Davies



Write about rights

By Debbie Walter
Editor



The Gender Links Opinion and Commentary Service aims to provide an average of 10 stories per month to editors for publication around the region. The GL Service also aims to support and encourage writers to engage with gender issues. This period has seen continuing growth in the service, as well as the implementation of a new tracking system.

The key activities for the GL Service are:

- Commissioning and editing of articles for service
- Working with writers online to improve skills and stories, as well as recruiting new writers and increasing number of writers to the service.
- Strengthening the reach and distribution by marketing articles and developing and strengthening relationships with editors in South Africa and the region.
- Tracking the use of the service

Outputs

Number of stories and usage: Table seven represents the number of articles produced every month and their average use. It shows that in 2007 the service ran 25 more articles than the previous year and that the average number of times each article was used increased from three times to 4.1 times.

Table Seven:
Growth in the GL Opinion and Commentary Service

	2007/2008	2006/2007	2005/2006
Stories	128	103	126
produced	4.1	3.0	2.6

Figure seven shows the number of articles produced compared to the number of times each got used during the 2007/2008 period. As in the past the graph shows highest output and usage during the Sixteen Days of Activism in November/December. The relatively low number of confirmed usage for Jan/ Feb is because it generally takes a month or more for all of the information on the usage of stories to come through to the editor.

Figure seven: Articles produced versus articles used in 2007/2008

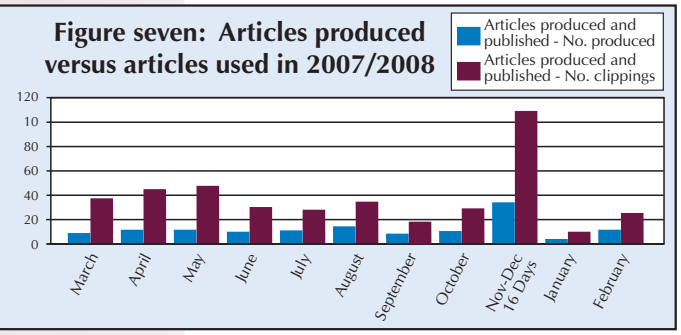




Photo: Colleen Lowe Morna

During 2007/ 2008 the GL Service produced a number of special series:

- *South Africa Women's Day* – A series on gender and the economy based on GL's BU training in South Africa.
- *Migration* – To highlight issues around gender and migration, the GL Service published a commentary and 5 "I" Stories by women from Congo, Zimbabwe, Angola, and Mozambique.
- *Sixteen Days of Activism* –a special series of commentaries and I Stories coinciding with key themes identified for the campaign. This also includes the production of "I Stories" during both a Johannesburg-based workshop and submitted from throughout the region.
- *SADC Gender Protocol* –Stories were produced before the 2007 Heads of State meeting. During January/ February the GL Service also worked with participants attending the SADC Protocol Alliance planning meeting to produce a series of articles related to the Protocol. These were compiled into a supplement launched at the SADC Heads of State Summit on Poverty in Mauritius in April.
- *Local government* – A number of articles were adapted and written from *the At the Coalface* publication arising from GL's research into gender and local government.

Country focus of stories: Table eight indicates the origin and perspective of stories from different countries. The majority of writers continue to be from South Africa, followed by Zimbabwe and Zambia. One of the reasons for this is the number of special series and programmes that happen in South Africa, for example the articles produced from the Protocol training.

Table eight: Country origin of articles

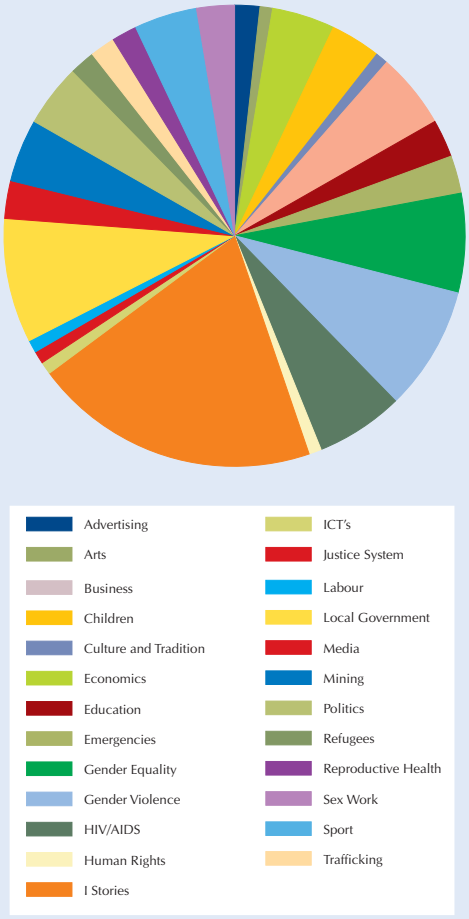
Country	No. Stories	Percentage
Angola	1	0.86%
Botswana	3	2.59%
D.R.C	1	0.86%
Lesotho	5	4.31%
Malawi	3	2.59%
Mauritius	5	4.31%
Mozambique	7	6.03%
Namibia	2	1.72%
Kenya	2	1.72%
South Africa	61	52.59%
Tanzania	6	5.17%
Zambia	9	7.76%
Zimbabwe	11	9.48%

The Service has also seen some inroads into certain countries like Mozambique and Botswana, where we are developing more contacts with writers.

Topics covered

Figure eight shows that although gender violence continued to be a high priority topic, the GL Service carried a greater diversity of themes than in the previous year. This included more stories on politics and local government, as w ell as more stores related to business and the economy. The diversity of articles is important for maintaining interest in the Service.

Figure eight: Topics covered by the service



Website: Each article published through the GL service is posted on the website where is freely viewed. Articles can be searched in a variety of ways including: by author, country, theme and date. One advantage of the new online tracking system is that the service can now make better use of online marketing and promoting each article via list-serves and other online information sharing facilities.

Audio resources: As happened last year, willing participants of the Johannesburg "I" Story workshop recorded their stories, for use by radio broadcasters. Each story was edited done to 2 – 3 minutes. The service also created three "spots". In one, each of the women repeat the excuses their partners gave for abuse, and ends with the tag line "No excuse for abuse." In another, each participant mentioned why they stayed in the situation, and in the third they recounted how the system treated them. The audio was confirmed as used by the following:

- Kaya FM
- Channel Africa
- Radio 2000
- Ukhozi FM
- Reposted on Amarc 16 Days Audio Resources
- McGill University Radio Station, Montreal Canada
- Reposted on Pambakuka.org
- Reposted on Kubatana.net
- Information about the audio resources was also posted on a number of list-servs: creative-radio, Journalists for Human Rights, UNICEF"s Magic Media.

Readers respond

During 16 Days of Activism, Media 24 website created a special section that highlighted the GL "I Stories." The website has a function that allows readers to comment on what they read.

One story which particularly captured attention was "I can not leave my abusive husband." Readers wrote to the website posting their comments about their own experiences of abuse, how they left abusive situations, and their frustrations at the society that continues to allow this to happen. The following are some examples:

"I have been there and at the age of 40 told him to go as I did not need the verbal as well as the physical abuse. There are jobs out there and people are willing to help."

"I've also gone through this kind of abuse, 5 broken noses, a fractured cheek bone, a fractured scull, 56 stiches on my head after being hit with a hammer, 30 stiches in my fingers after blocking a jab from a sword that was meant for my stomach. I know all about it, it's hard to leave an abusive relationship. Honestly speaking, I didn't leave him, the Lord intervened in His divine way and my husband got sentenced to 134 years inprisonment for shooting 6 people of which 4 died in a bar fight. I've been abuse free for four years now after 8 years of hell. My message to abused women? Speak to a professional about your situation because if you are staying in such an abusive relationship it means that you cant think rational about it all anymore - you might be too damaged emotionally. There is help out there, it's up to you to accept it."

"You have nothing to fear but fear itself. his anger at you is a result of his being insecure and a coward. he cant take his frustration out on anyone else so he is using you. leave him and when he tries to woo you back with empty promises be wary of him and finally have faith in the almighty and hope for the best. you have to take the first step. My prayers and tears are with you."

One woman's story of living with bipolar disorder

As part of the GL Media Literacy course, participants wrote a commentary article and some of these were distributed via the GL Service. One woman courageously wrote her story of living with bipolar disorder. The story was requested by a wide range of individuals and publications, and resulted in a number of letters written to the editor mentioning that individuals wanted to read the story because e a family member or friend was coping with this. In one instance, the editor facilitated private correspondence between the writers and one individual who wanted to know how to help a friend who was trying to cope with bipolar: "A friend's daughter who had bipolar committed suicide last year -- she was only in her mid-20s. How do you as family and friends support such a person?"

In June 2007, the service published "Tanzania: Gender discrimination hindering women mining entrepreneurs." This article prompted discussions amongst the Access to Finance Programme and the "Business Environment Strengthening Programme" in Tanzania as to how they may be able to support the women miners mentioned in the article.

Marketing: In order to extend and expand the GL Service, efforts have been placed into creating more awareness about the service across the region. Part of this is creating linkages with other GL programmes, for example, the MAP process. Pamphlets are also distributed at activities such as Business Unusual training, meetings, etc. where the editor is present at such training or meetings, a short presentations on the service is usually part of the programme.



Outcomes

Creating discussion: Some of the more interesting aspects of the service are difficult to quantify and rely on anecdotal input from writers and editors. One of the strengths of the service is its ability to increase discussion on gender issues. A few special cases stand out for this year.

What the GL Service Means to Me

"When I was in West Africa- Burkina Faso attending the 11th Conference for Women and AIDS in Africa that took place from the 3rd to 7th February 2008, I met a Robert Nelson, marketing and sales manager of the female Health Foundation in London. This man was praising one Zambian writer of the Gender Links service who did an article on the first lady taking the lead in the female condom campaign.

What Robert did not know was that I was the writer of the story and when I revealed it to him, he was happy to have met me and praised my way of writing and encouraged me to write even more articles of that nature. It was a joy really to be praised and recognised in a country that I have never been to and to meet this person saying good things about Southern Africa and Zambia in particular.



The Southern Times Gender 11 November 2007 C3

Demand safe sex: First Lady

By Violet Mwego

Zambian First Lady, Maureen Mwanawasa is encouraging women to demand safer sex from their partners, not negotiate for it. Mwanawasa made the statement at the launch of the FC2 female condom campaign at the Lusaka City Market on 19 October.

"Negotiating for safer sex is a term that has become accepted world wide, yet, it puts a woman at the mercy of a man," Mwanawasa told the market crowd. "I do not believe that a woman should negotiate for safer sex, but demand safer sex."

Mwanawasa added that safer sex is achievable if leaders, and women themselves, take up the challenge. Mwanawasa's statements point out how important women's empowerment and gender equality is to reducing the escalating numbers of women living with HIV.

With World AIDS Day just less than a month away, the new product is a welcome addition to the market in the country, Zambia, like other countries in the Sub-Saharan Africa is struggling to cope with the impact of HIV/AIDS. Women are the hardest hit.

At the end of 2005, UNAIDS and the World Health Organisation estimated that about 17% of Zambia's aged 15-49 years old were living with HIV/AIDS. Of these number of adults, 57% were women. Young women aged 15-24 are around six times more likely to be living with HIV than are males of the same age.

One of the reasons for greater vulnerability is gender inequality. Women disproportionately bear the burden of poverty and continue to be victims of widespread and persistent discrimination in all areas of life. They are also the primary agents of child welfare and put their lives at risk every time they become pregnant.

Women also play an indispensable role in the management of natural resources, economic development, and education. They have the right to gain as much as men from the benefits brought by globalisation. If not addressed, HIV/AIDS will make it even harder for women to play their role as the development of the country.

The first lady took time hand out free samples of the condom and talk to the pressing market crowd, made of mostly women, to explain the advantages of using protective measures during sex. Her actions should be an example in the country, and the region as a whole, to inspire both individuals and leaders to ensure protection of women.

"Our first lady must be commended for the job well done, it is the first to happen in Zambia where the first lady goes to mix with women from the densely populated areas and talk to them about issues herself, women must emulate her," said one of the recipients of condoms at the market.

Women often have very limited opportunities to demand safer sex, due to unequal power relationships within relationships. Male condoms are rarely designed to be more user friendly, accessible and available to them. Designing products made for women is one way to assist women to demand safer sex.

Producers of the newly launched FC2 condom say that it is a better version of the other female condoms currently on the market and urge women to take advantage of the product.

Another way that women can take charge of their health is by pressuring governments to create an environment for them to be educated, and eventually to be in a position to stand on their financially independent ground.

United Nations Population Fund (UNFPA) resident representative Dzyi Pereira , who was present at the launch and distribution of female condoms, said the creatures would be available on the market.

Projects called on men to support women's rights and gender equality, especially when it come reproductive health. Two hundred thousand female condoms are available for free distribution.

Yet, urban women are at a greater advantage, as such things as condoms are much more easily found in the cities and towns. For rural women, these condoms are unlikely to be within easy reach.

Mwanawasa, who is also the president of the Organisation of African First Ladies (OAFLA) against HIV/AIDS, has taken the lead in empowering women to stand up for their rights. OAFLA's key strategy is to promote the development of effective strategies to empower women and address issues of gender inequality, as well as challenge gender norms that predisposed women to infection.

Unless governments and service providers address these gender inequalities, it will be difficult for women to protect themselves. As First Lady Maureen Mwanawasa points out, it is time for women demand the protection and equality that is their right.

Violet Mwego writes for the Daily Mail in Zambia and is a member of the Gender and Media Southern African (GEMSA) Network. This article is part of the Gender Links Opinion and Commentary Service.

Sharon Phiri giving a demonstration on how to use female condom.

Zambian First Lady Maureen Mwanawasa distributes female condoms in Lusaka recently.

It has also helped me because each time I send a piece of writing it would be looked at carefully and edited to meet certain criteria and I have been learning to do that on my own so that I can reduce on the level of editing. Today, I see writing to the GL service as part of my obligation as a writer to highlight important issues in Zambia and to be part of channel of change in as far as gender related matters are concerned. I enjoy writing for Gender Links more because it is adding value to the knowledge already acquired in school."

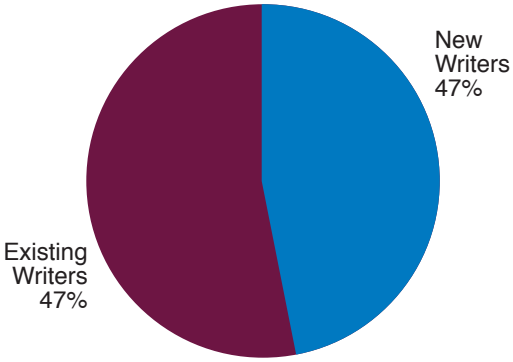
- Violet Mwengo, Zambia

"The greatest satisfaction one can get as a writer is seeing one's work being published. Working with GL commentary has instilled confidence in me. The article I wrote on 'Abuse after disclosing status hinder HIV care' was widely circulated and used by many newspaper organisations. It was also uploaded on many organisations' internet sites. One of the encouraging comments I got was that the article touched on real life issues which people experience on a daily basis but do not talk about. Working with Gender Links has helped me to become gender sensitive in my writing."

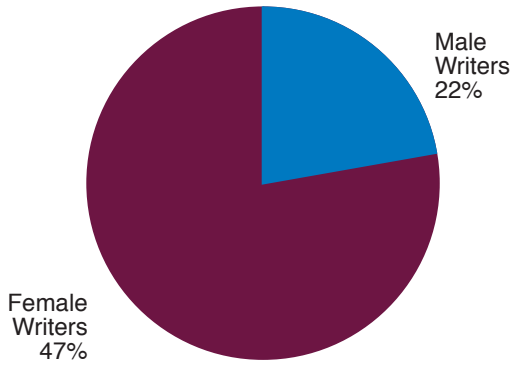
- Gloria Ganyani, Zimbabwe

Capacity building

The GL service is committed to creating ongoing relationship with writers, and to developing new talent. The pie chart shows that in the year under review GL worked with 53% existing and 47% new writers.



In keeping with GL's commitment to promoting more women's voices in the media, 78% of the writers were women. However, in an important statement on the fact that gender issues are not just a woman's concern, 22% of the contributors were men.



Writers state that writing for the service gives them a chance to write about gender issues, to build their skills and confidence, their CVs and clip portfolio, and to extend their work beyond their own borders. Writers indicate that in as much as they contribute to the service; it is also a learning experience for them. For many writers, the GL service is an opportunity to submit writing, and receive detailed feedback about shaping it into an article suitable for mainstream print. Unlike most news services, the GL Service editor often has ongoing communication with writers to shape an article. The service is thus one of GL's best mentorship programmes.

Next steps

- Supporting the Protocol Campaign in the build up to the August 2008 summit at which it is anticipated that the Protocol will be adopted.
- An online tracking system, finalised in January 2007, will significantly increase our knowledge of how the service is being used. This system will track the users i.e. who is reading article, what country are they form, organisation, occupation, etc, as well as how are they using the articles, for personal interest, research, redistribution, or republication.
- As the service grows in strength it becomes even more apparent that the service should be able to generate income. Now that the tracking system is in place, greater attention to cost recovery is a priority.

Gender and media diversity centre



By Kubi Rama
GMDC Manager

Formally launched in March 2008, the GMDC is a Southern African institutional base for the generation, collection, connection and dissemination of knowledge on issues concerning gender and diversity in the media. The centre will house a wealth of knowledge resulting from institutional research agendas, codified best practices, and an analysis of news items from partner institutions. It will build on and develop existing strong collaborative relationships in southern Africa and the global context in this field of gender and media research, lobbying and activism.

Initially mooted by UNESCO, the idea of the GMDC has been taken forward by GL and the Gender and Media Southern African (GEMSA) Network that serves as an umbrella for individuals and organisations committed to *"making every voice count and counting that it does."*

GL and GEMSA believe that there is need to engage even further with the academic and training community in the region. Links both in the south and north, where the work on gender and media diversity in Southern Africa is viewed with keen interest, encourage us to believe that the GMDC could help to foster a global community of activists and academics committed to a more representative and responsive media.

The GMDC is guided by an advisory group of media activists, analysts and trainers from Southern Africa and the international community committed to a more balanced, diverse and responsive media. It is managed by Gender Links. Three meetings have so far been held and a fourth will take place during the third Gender and Media Summit in August 2008.

Target users are:
- Trainers and training institutions
- Media practitioners
- Academics and researchers
- Students
- Gender and media activists
- National, regional and international organisations

The GMDC is physically based at the GL premises in Johannesburg where GEMSA also has offices. However, GMDC activities are hosted in several different centres, including in cyberspace through GL's cyber dialogue facility.

Outputs
The GMDC will operate as an IT driven gateway to resources and training on media and gender connecting and linking organisations, institutions and individuals. It is a one stop shop for users to draw from and use electronic and physical resources.

Electronic
- An on-line resource centre
- Website (now established at www.gmdc.org.za).
- An email newsletter
- Cyber dialogues (four have already been held in conjunction with the monthly dialogues).
- Online networks and communities of practice
- Online training
- Searchable databases of information resources, training and trainers (The GMDC has a contacts database of over 3000 people involved in gender and media work around Southern Africa).
- An electronic help desk (please see examples of the kinds of queries received in the box). Linked to the GMDC, the Gender Links Virtual Resource Centre, comprises case studies for use by trainers compiled from research and training projects. The latest additions to the VRC have been case studies from the Advertising Mirror on the Media project. These were from Mauritius, South Africa and Zimbabwe. Table nine shows a total of 238 VRC case studies, fairly evenly spread across the region but with the highest number from South Africa. Of these, 38% are classified as gender aware; 33% as gender blind; 11% as blatant stereotypes and 18% as subtle stereotypes.

Table nine: VRC case studies per country and classification

Country	Gender aware	Gender blind	Blatant stereotypes	Subtle stereotypes	Total
Angola	0	0	0	0	0
Botswana	7	8	2	2	19
International	3	1	0	0	4
Lesotho	4	9	0	2	15
Malawi	3	6	2	7	18
Mauritius	4	2	1	3	10
Mozambique	1	0	0	0	1
Namibia	9	11	1	4	25
Regional	1	1	0	0	2
Seychelles	0	1	0	0	1
South Africa	28	10	13	8	59
Swaziland	5	9	1	2	17
Tanzania	1	6	0	2	9
Zambia	12	5	2	7	26
Zimbabwe	12	9	5	7	33
TOTAL	90	78	25	45	**238**
%	**38%**	**33%**	**11%**	**18%**	**100%**

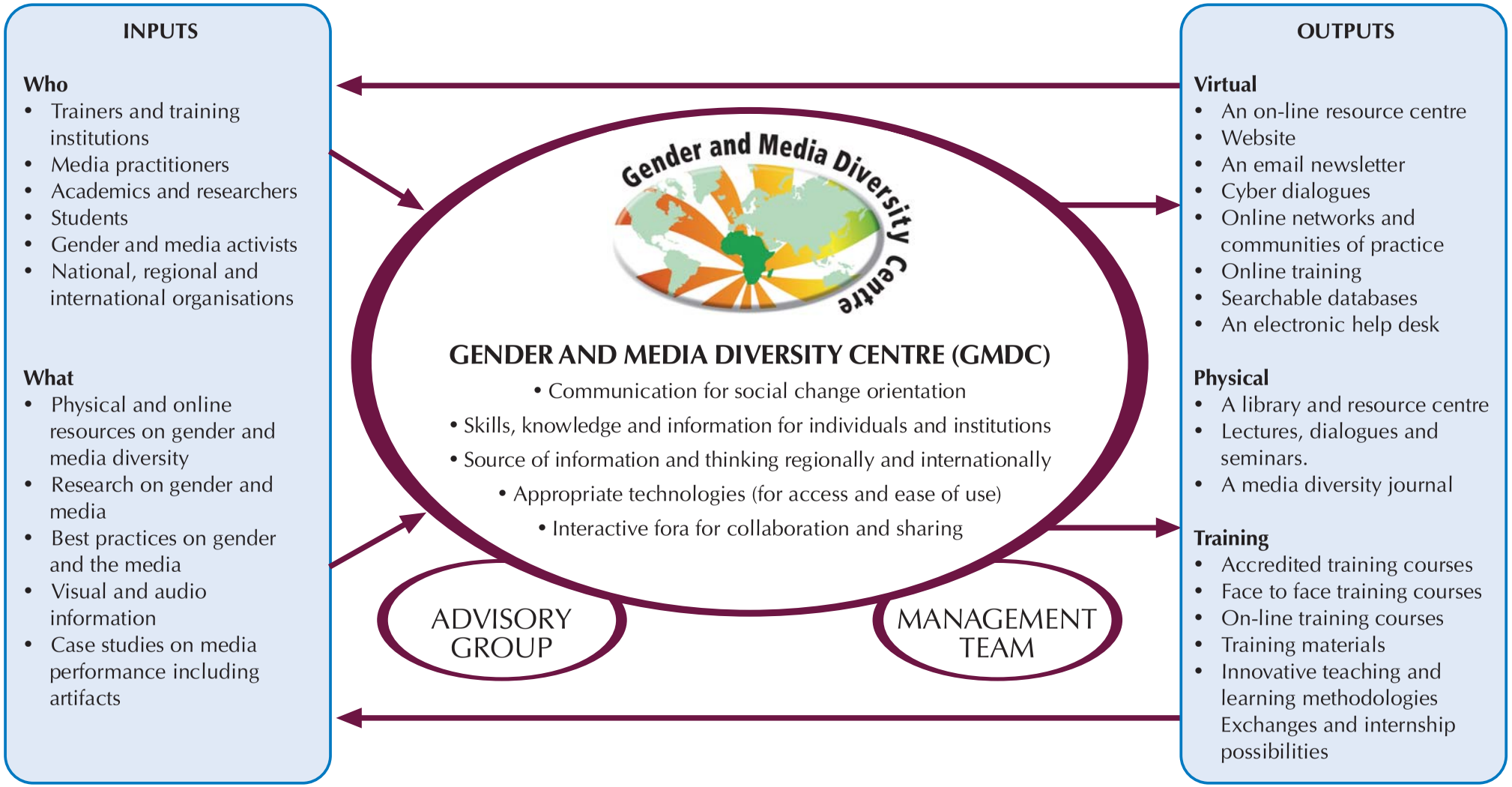
Physical infrastructure:
- A library and resource centre: About 500 unique items have so far been collected.
- Lectures, dialogues and seminars: Topics have included the tabloid research; media activism; gender and xenophobia; and the Take The Girl Child to School campaign.
- A media diversity journal: Two issues have been produced under the auspicies of the GMDC covering the tabloid explosion and media activism.



GMDC Systems Administrator Lydia Byarugaba during the Take the Girl Child to School dialogue at the GMDC. Photo: Colleen Lowe Morna

Conceptual framework

Figure eight below sets out the conceptual framework for the centre in which research on gender and media, information on gender and media diversity and best practices will feed into the centre, which will in turn feed back into the theory, practices and development of the work carried out by organizations, practitioners and individuals dealing with gender and media diversity.



Media Literacy

As a contribution to "empowering citizens, men and women, to engage critically with their media", GL continued its pioneering work on media literacy by conducting two media literacy training courses with the general public and with learners from four provinces of South Africa in 2007/2008. At a workshop in March 2008, GL, GEMSA and knowledge institutions linked through the GMDC mapped out a strategy for rolling out the pilot project four more Southern African countries.

Media literacy courses have since been extended to Mauritius, Botswana and Namibia, and will shortly be extended to Seychelles. Progress will be reported on at the Gender and Media Summit in 2008. Key outputs include:

- Critical media consumers and raised awareness around gender and the media.
- Strengthened partnerships with training institutions and networks.
- Training material generated for the VRC.
- Material for the GL Opinion and commentary service.

Outcomes

The GMDC is a long term project that demonstrates the importance of effective links and synergies to realise multiplier effects in the work that GL does. The box gives some examples of the kinds of queries that the GMDC regularly responds to:

Media literacy: Young women learn to ask critical questions about the media Photo: Lydia Byarugaba



Examples of research and publication-related queries that GL receives



"Anthea Garman, at Rhodes University recommended us to contact you regarding our **Bachelor thesis.** We are two communication students from Örebro University in Sweden.

"Greetings from The Communication Initiative http://www.comminit.com I am writing with regard to our summary of "**Mirror on the Media: Gender and Advertising in Southern Africa"** which is posted on our website. Can you please verify if this is in order."

"I write for the magazine, Anfazi, which is part of the Highbury Safika Media stable.

I have been commissioned to write an article, ***Women and Education***, focusing on changes (or not) which have taken place in this area in the last 15 years. I am looking for someone, with a reasonably authoritative voice, to provide me with information and wondered if you might be able to assist."

"I would like to invite you to be part of a study assessing the gender networking and advocacy of the **UN World Summit on the Information Society (WSIS)** process and its impact from insider and outsider perspectives."

"We are a small group of researchers (and LLM students) assigned to doing some research for the African Commission's Special Rapporteur on Women's Rights, Ms Soyata Maiga. One of our objectives is to investigate the SADC Protocol, with specific reference to its relation to the Protocol on Women's Rights to the African Charter."

"I hope you don't mind but I am sending you the three main chapters of the Inter Parliamentary Union- global report on women in politics in case you have time to provide comments after your manual has gone to the printers."

Next steps

- Holding of an advisory group meeting of the GMDC during the GEM Summit.
- Increasing the number and reach of GMDC partners.
- Extending the media literacy to four more countries.
- Holding six dialogues in diverse locations each year.



Gender Justice Programme

By Loveness Jambaya Nyakujarah
Assistant Director & Gender Justice Manager



In its early years, GL played a key role in placing the Sixteen Days of Activism campaign on the regional agenda through strategic communications training for activists that included using IT (the cyber dialogues) and mainstream media. The need to measure the impact of such campaigns led to pioneering efforts in partnership with GEMSA to develop National Action Plans to end Gender violence in nine Southern African countries. This approach- strongly backed by the 2006 report of the UN Secretary General on violence against women and children across the globe - is being replicated across the region. In tandem with its governance programme, GL is also conducting pilot projects for localising such plans. Progress at local, national and regional level is tracked through a monthly Gender Justice Barometer. GL in the process of developing and piloting indicators for measuring the extent, effect and response to GBV that can be used for more effective monitoring and evaluation of the efforts in this sector. The I Stories, or first hand accounts that are gathered during Sixteen Days of Activism campaigns will provide a human face to this quantitative data.



Campaign to end gender violence in Botswana
Photo: Trevor Davies

Specific work done in the past year includes:



National Action Plans to End Gender Based Violence: Since 2006, Gender Links, working with GEMSA, other strategic partners and National Gender Machineries have been involved in assisting SADC countries develop and strengthen existing national action plans on ending gender using the SADC Addendum on the Eradication of Violence against women and children as a framework. Six more countries now have national action plans to end gender violence that are at various stages of adoption. These countries are South Africa, Botswana, Mauritius, Namibia, Swaziland, Zimbabwe and Zambia. In Zimbabwe the process strengthened an existing draft National Action Plan. In Tanzania where a national action plan already existed GL partnered with GEMSA to develop a communication strategy to popularise the plan. The plans conform to the call by the UN Secretary General, in his global report on violence against women and children in 2006, for all countries to have multi-sector action plans for ending gender violence.

The target is to extend the National Action Plan model to a further four countries (Lesotho, Malawi, Mozambique and Seychelles) by end 2008. These are tracked by a monthly e-newsletter - the

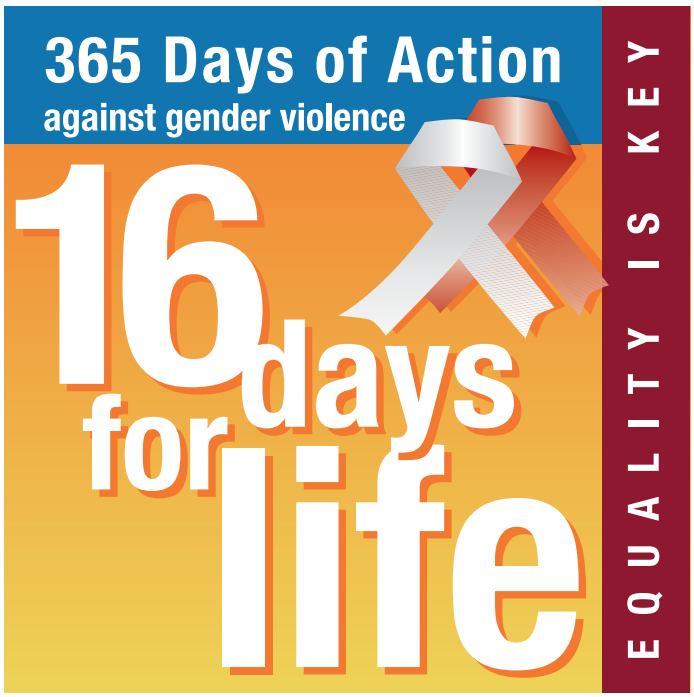
Gender Justice Barometer - that tracks progress in introducing laws, services and public awareness campaigns for ending gender violence, based on the gaps identified in the audit in 2004 as well as track developments around the action plans.

Localising National Action Plans: Linking the Gender Justice programme to the Gender and Governance programme that has a strong focus on local government, GL is conducting pilot projects with local councils in South Africa on developing local action plans for ending gender violence. As Gender Links works with countries across Southern Africa in developing national strategies and local action plans for mainstreaming gender in the work of local government, the plan is to work with local councils across the region over the next three years in developing flagship projects to combat gender violence as part of their gender action plans.

These linkages mean that Gender Links' gender justice programme extends from local, to national to regional level, providing synergies that ensure that the benefits of such work touch the every day lives of women as well as hold governments accountable at the national and regional level.

For example GL has worked with:

- SALGA Gauteng in 2006 to convene a provincial 365 Day National Action Plan to End Gender Violence
- SALGA North to conduct district consultative workshops to develop district plans which were merge to come up with the provincial 365 Day Action Plan to End Gender Violence.



Sixteen Days of Activism to End Gender Violence: Sixteen Days of Activism remains one of the flagship projects in the Gender Justice Portfolio which is a period of heightened awareness on GBV. GL continues to carry out a number of activities such as Cyber Dialogues, I stories, Take Back the Night Campaign, Taking Stock Round table, Sixteen Days series of the Opinion and Commentary Service among others. Overall these activities attract huge media coverage and even the highest website hits compared to other times of the year. A highlight of the 2007 Sixteen Day campaign was the visit to Johannesburg by the Ama Bruxa Culture group founded by a local councilor in southern Namibia (see accompanying article by Carolina Pieters).

Measuring impact: In response to the frequently asked question – are we making a difference, the programme has received support from UNIFEM to develop indicators on gender violence that will form a framework for comprehensive monitoring and evaluation system for measuring the impact of existing national plans of action. To develop uniform targets and indicators on gender violence to be used as bench marks in monitoring progress in the context of the draft SADC Gender and Development Protocol. At the moment there is no composite index on measuring gender based violence and statistics available are inferred from indicators such as rape statistics and sexual assault. Uniform targets and indicators will enable decision makers to be able to measure trends on whether progress is being measured to reduce violence against women.

Using these uniform targets GL also intends to carry out annual assessments on progress being made to end gender violence by developing score cards which will act as checklist against which progress will be measured.

Next Steps

- ***Extending NAPS*** – GL will extend the national action plan model to the remaining identified countries in the region
- ***Implementation of existing national action plans*** - focus of the programme will shift to supporting the effective implementation of plans of action to end gender violence at national and regional level. SADC Heads of state are expected to adopt a draft Gender and Development Protocol that sets concrete targets, times and frameworks for the achievement of gender equality at their next summit in South Africa in 2008. GL will play a role in getting countries to incorporate these targets on gender violence contained in the draft Protocol.
- ***Communication strategies for NAPS:*** In collaboration local partners and gender machineries in Botswana, Mauritius, Namibia South Africa, Swaziland, and Zambia will develop communication strategies for popularisation of the plans so that ordinary women are aware of the existence of these plans and what they seek to accomplish for them. This will also involve training of journalists on acceptable ethical standards of reporting on gender violence.
- ***Measuring progress:*** GL, working with regional experts and stakeholders, will come together to devise a set of targets and indicators to measure gender violence in the region. This will go a long way to assess if we are making progress. To monitor and evaluate implementation of the plans through annual assessments and highlight these during Sixteen Days of Activism campaigns because it provides an opportune time to raise awareness as well as benchmark progress.





Making dreams come true

By Karolina Pieters

Lying in my bed on the first night of our visit to Johannesburg last week I said to myself: is this true? Can we really be here? Is this a dream come true?

I am a teacher and the chair of the village council in Maltahohe in the dry Hardap region of Southern Namibia at the entrance to the Namib Desert. Long before I became a councilor I started a home for abandoned children. There is a high rate of alcoholism and gender violence where I came from. This is made worse by a high rate of HIV and AIDS. There are currently 382 children in the home that I started, out of a village of 4000.

Six years ago my colleague Simon Anton and I started a culture group called Ama Buruxa, Nama for "Simply Amazing" for the children. Last year, I met the director of Gender Links, Colleen Lowe Morna when she came to Maltahohe to conduct research on gender and local government. She asked me what I would most want for my children. I said: "I would like them to perform in Johannesburg!"

So here we are, and I can only say that this is a dream come true. While we have been here, the children have performed with several other groups from around Johannesburg, including at Museum Africa and at the Constitutional Court. We got a tour of the court and a history of South Africa from apartheid to the present. The children from South Africa and Namibia did an exercise on past, present and future. Then they wrote and performed a song together. We got to go and see Umoja (the South African musical that took London by storm). What an experience for the children of Ama Buruxa to watch those South African dancers who "dance like demons"! I believe in dance and song as a form of healing. What a healing experience this has been!

In the evenings, we sat in a circle and talked about our experiences, here and in Namibia. For the first time, I got to say "I am sorry" to Johannes* about something that has been paining me these few months. In October, we were performing at an old age home in Maltahohe. Suddenly I noticed tears flowing down Johannes' cheeks. His voice was quivering. Johannes' brother Peter is the drummer of Ama Bruxa. Later that day I learned that the boys' mother had just died of AIDS-related causes.

I could not forgive myself for having allowed them to perform that day. But they told me that they wanted to; that performing is what gives them strength. Their mother was a domestic worker whom both boys cared for lovingly before she died. They do not know their father. Peter is now doing the last two years of his secondary school in Rehoboth. He needs just over R2000 per year to finish his school. Where can I get bursaries from to help the children?

Then there is Rachel*, whose step mother died a year ago, also of AIDS-related causes, leaving behind a two month old baby. She has six brothers and sisters. Her father is disabled as a result of an accident while he was a construction worker. We are not sure if he and the baby are HIV positive as they have not gone for tests. I had to tell Rachel that I could not take care of the baby; I just do not have the capacity to take care of the really small ones. These things are so painful. But here is Johannesburg we have been able to talk. At one stage Rachel's father wanted me to adopt her. But I said that is not the right thing to do. She must never be disconnected from her family. My duty is to make sure that she gets an education, so that she can uplift the rest of the family.

Aletta* also lost her parents to HIV and AIDS. After caring for both of them, she wants to be a doctor. There is Ruth*, who narrowly escaped being raped twice. I had to send her to live with my older daughter in Windhoek, to get away from it all.

Yes, my work can be very depressing, but it can also be so rewarding. I have trained as a counselor, to help the children, and to help myself. I have learned that when children lose their parents, they become introverted and withdraw. Ours is to inspire them, fill them with hope, make them realise what they are capable of, make them know that they are, after all, "simply amazing."

I lie awake at night in Johannesburg, and the sounds of Umoja, the spirit of togetherness, run through my mind. I am thinking of new dance routines for Ama Buruxa. I am thinking of how to raise money for school fees so that every one of my children can finish their education. I am inspired. I am ready to soldier on



The Ama Bruxa Culture group perform in Johannesburg. Photo: Colleen Lowe Morna



Gender and Governance

In preparation for ten elections across the region in 2004/2005, GL conducted a ground breaking study: *Ringing up the Changes, Gender in Southern African Politics* on the impact of women in politics in the region. GL developed a variety of media resources from the study and used this in newsroom training in all countries preparing for elections that resulted in a dramatic increase in the quantity and quality of coverage on gender and elections in the region. In 2005, GL and several NGOs in the region conducted an audit of the Southern African Development Community (SADC) Declaration on Gender and Development that led to a campaign to elevate the SADC Declaration on Gender and Development to a Protocol.

GL coordinates the Southern African Protocol Alliance that aims to ensure a comprehensive sub-regional instrument that will enhance existing commitments and ensure accountability for gender equality at a sub-regional level. GL has extended its gender and governance research to local government through the 2006 study: *At the Coalface: gender and local government.* Future plans include pressing home the numerical gains made in 2004/2005 in getting more women into parliament in the 2009/2010 elections in the region. GL is also supporting local authorities across the region to develop gender strategies and action plans.

SADC Gender and Development Protocol Campaign

The Southern Africa Gender Protocol Alliance (the Alliance), a network of more than 16 organisations[3] and individual experts from the SADC region, launched an advocacy campaign in 2005 for the adoption, ratification and implementation of a SADC Gender and Development Protocol (the Protocol). This is in support of the efforts by the Gender Unit (SADC GU) in the SADC Secretariat which has been spearheading this intergovernmental process in the region.



3. The Alliance Members are the Botswana Council of NGOs (BOCONGO); Federation of African Media Women (FAMW) – SADC; Gender Links (GL); Gender and Media Southern Africa Network (GEMSA); Justice and Peace (Lesotho); Malawi Council of Churches; Media Institute of Southern Africa (MISA); NGO Gender Coordination Network Malawi; SAFAIDS; Society for Women and AIDS in Africa Zambia (SWAAZ); Women in Law and Development in Africa (WILDAF); Women in Law in Southern Africa (WLSA); Women, Land and Water Rights Southern Africa (WLWRSA); Women in Politics Caucus Botswana; Women's Leadership Centre Namibia; Young Women's Christian Association Botswana (YWCA); Zimbabwe Women's Resource Centre (ZWRCN).

The adoption of a Protocol, a legally binding instrument, by SADC governments, will pave the way towards consolidating the region's commitments to gender equality and women's empowerment, as well as accelerating delivery on those commitments; there are clear benchmarks and measurable targets outlined in the proposed Protocol. The Protocol was deferred for further consultations by SADC Heads of State in August 2007, and it is to be resubmitted for adoption at Summit 2008. The Alliance is currently being coordinated by GL, and a number of activities have been undertaken during the course of the year.

Campaign Objectives

- Making technical inputs into all drafts and processes relating to the Protocol
- Engaging with key stakeholders at all levels to influence the process and content of the Protocol
- Participating at all key meetings to ensure that all substantive Protocol issues are on the agenda
- Producing briefing notes, brochures and other materials for use by stakeholders
- Engaging the media at national and regional levels to profile the Protocol processes
- Skills building of Alliance members to effectively implement campaign activities

Activities and outputs

A number of activities were undertaken during the course of the year in order to raise the profile of the campaign, as well as directly influence the Protocol process at national and regional level.

Technical Inputs into draft Protocol: Alliance members have participated in key meetings/conferences either as part of government delegations or in their own capacity at official meetings. In April 2007 they participated in a SADC Stakeholders' Consultative Conference held in Gaborone. The purpose of the meeting was to enable government and civil society activists to make an input into the regional gender policy as well as the draft Protocol, the latter of which was subsequently submitted to the SADC Gender and Justice Ministers for further discussion and approval prior to the August 2007 SADC Summit. In July 2007 Alliance members participated in a meeting of Senior Officials responsible for gender, held in Mozambique, with the aim of further reviewing the draft. During the Summit in August 2007 the Alliance held a parallel meeting whilst simultaneously lobbying key officials and engaging the media, in order to influence the adoption process.

After the deferment of the adoption of the Protocol in August, 2007 the Alliance held two strategy meetings in November 2007 and January 2008 in order to regroup and chart the way forward. The January 2008 meeting, held to review the new draft amended by Senior Government Officials responsible





Libakiso Matlo, WLSA, Lesotho
Photo: Colleen Lowe Morna

for Gender in December 2007, provided Alliance members with a platform for reviewing the official SADC roadmap towards Summit 2008, identify key issues for further lobbying, and develop the Alliance's own roadmap towards Summit 2008. The Alliance roadmap includes in country consultations, mobilizing on the key issues in the Protocol at national and regional level on the content and process of the Protocol, production of materials and engaging the media.

Mobilising at national and regional levels: In country consultative workshops by Alliance, usually held jointly with government have proved to be an important strategy for raising critical awareness amongst a broader constituency and getting feedback on the content and text of the Protocol. The in country workshops were held in the build up to Summit 2008, and subsequent to the deferment of the Protocol in order to engage widely on strategies for moving forward.

At regional level, Alliance members held a consultative meeting in March 2007 in Johannesburg, South Africa, to share information on progress in respective countries as well as update each other on regional developments. These periodic consultative meetings, which are open to other regional and national experts, provide a platform to further determine ways of strengthening the campaign and mobilise support at all level. During the course of the year, more faith based organisations from the region actively joined the campaign, thereby broadening the Alliance's constituency base.

Engaging with the media: Aside from writing numerous articles and opinion pieces for circulation in national and regional media, GL produced a news supplement *'Lentsoe La Basali – Women's Voices'* in time for Summit 2007. The Supplement was distributed in one of the widest circulating newspapers in Zambia, the 2007 host country for the Summit, as well as to Summit delegates and other civil society groupings. It is also one the flagships of the Alliance Protocol campaign, as it has continued to be distributed to other countries after the Summit as an awareness raising tool.

In January 2008, Alliance members developed articles and opinion pieces for a news supplement scheduled for publication in April 2008 in time for the SADC Poverty Conference to be held in Mauritius. The news supplements and regular articles are accompanied by press releases at key moments of the campaign where specific issues for action are highlighted in the media.

Materials production: GL, on behalf of the Alliance, produced brochures with fact sheets on all the key issues in the Protocol as well as posters, during the course of the year. These have been widely distributed nationally and regionally and serve as an important information source on the significance of the Protocol process. More materials are planned for 2008.

Alliance Members' Skills Building: The focus of the skills building training for Alliance members is that they should be informed by and applied to the Protocol campaign strategies. Media is a critical tool for mobilising and raising the profile of the Protocol, so Alliance members participated in two training session on writing for media. The trainings are undertaken in tandem to other meetings, and concrete outputs are opinion or commentary pieces that are published regionally. In January 2008, Alliance members pitched at least 15 story ideas and developed them into opinions and commentaries for an upcoming news supplement. All outputs raise the issues that are at the core of the civil society campaign for the adoption of the Protocol.

Next steps

- Lobby for the adoption of the Protocol at the 2008 Heads of State summit.
- Hold a parallel meeting to map out strategy for popularisation and ratification of the Protocol.
- Develop materials in several different languages on the key targets set by the Protocol.
- Hold meetings at local and village level on the Protocol.
- Organise the Alliance into clusters led by different organisations for effective work across borders at sector level/.
- Document the work of the Alliance as a case study of collaborative effort and effective engagement between civil society, a regional body and national governments.

Gender and local government

By Susan Tolmay



In 2006, GL conducted research in four southern African countries (Lesotho, Mauritius, Namibia and South Africa) on the participation of women in local government. This research, *At the Coalface: Gender and Local Government in Southern Africa*, concluded that more should be done to ensure that women are able to participate effectively and make a difference at the local level and recommended that gender be systematically mainstreamed into the work of local government in order for gender equality to be realised.

With funding from DANIDA, GL conducted workshops on mainstreaming gender in the work of local government and developed draft gender strategies which have been adopted in all case study countries. These workshops were followed by a training of trainer's workshop and development of training manuals to be used for the rolling out of gender action plans in local councils in the four countries. GL is replicating this process in eight more countries in the region over the next two years and the second phase of the research has started in Botswana, Swaziland and Zambia.

Activities

At the Coalface: Gender and Local Government was launched in all 4 case study countries and these were linked to 4 day strategy workshops that came up with draft gender strategies for local government.

- ***South Africa:*** GL launched the report in collaboration with SALGA (South African Local Government Association) Gauteng and brought together approximately 150 key stakeholders, including local government councillors from the Gauteng province as well as key partners involved in the research and other partners from the Southern Africa Gender Protocol Alliance. South Africa already had a draft gender policy framework for local government in place and the task was therefore to work SALGA and the department of Local Government (DPLG) to finalise this framework.
- ***Lesotho:*** WLSA partnered with GL in launching the book at an event officiated by Ntai Makoetje, Deputy Permanent Secretary Ministry of Local Government and Chieftainship and Makalo Theko, Permanent Secretary, Ministry of Gender, Youth, Sports and Recreation was attended by 137 participants. The strategy workshop was attended by 58 councillors and gender officials from all ten districts.



- ***Mauritius:*** GL launched the report with Media Watch Organisation officiated by the Minister of Local Government in the presence of the Minister of Women's Rights, Child Development, Family Welfare and Consumer Protection attended by over 100 participants. The strategy workshop attended by 23 councillors and officials from local government in Mauritius
- ***Namibia:*** The launch, which was organised in partnership with the Association of Local Authorities in Namibia (ALAN), was officiated by acting Hon. Netumbo Nandi-Ndaitwah, Acting Minister of Gender Equality and Child Welfare in the presence of Hon Minister John Pandeni, Minister of Regional and Local Government, Housing and Rural Development and was attended by over 70 participants. The strategy workshop was attended by 51 councillors and officials from each of the 13 regions as well as representatives from the ministry of Gender Equality and Child Welfare and civil society.

The training of trainer's workshop in Johannesburg in November 2008 brought together 36 participants from local councils, Ministries and Gender and Local Government and local authority associations from each of the four case study countries (Lesotho, Mauritius, Namibia and South Africa). The four-day programme included training on gender concepts and governance as well as planning and policy concepts, gender budgeting and management systems making use of relevant local government policy and planning documentation. The third day was spent fine tuning the draft framework gender action plan for local government and developing plans for the adoption of the strategies, development of materials and strategies for rolling out the action plans at local level.

The second phase of the Coalface research commenced in three new countries: Botswana, Swaziland and Zambia. GL is working with Women in Law Southern Africa (WLSA) in all three case study countries.

Outputs

- Draft gender strategies for local government in three countries (Lesotho, Mauritius and Namibia) which are at various stages of adoption, and input into the final draft of the gender policy framework for local government in South Africa.
- Country and language specific training manuals for developing gender action plans at local level.
- Work plans for the next steps in three areas, i) adoption of the gender strategies; ii) materials development plan, iii) strategy for rolling out the action plans at local level in 2008 and agree on roles and responsibilities.
- Desktop research reports and sample selections from the three countries (Botswana, Swaziland and Zambia)

Outcomes

- Increased awareness on gender and local government.
- Policy makers and councillors understand and are better able to champion gender mainstreaming at local level.
- Debate is increased on the role of gender balance at local level.
- The first concerted effort to mainstream gender in local government in Southern Africa and to build skills for doing this as well as local capacity built through training of trainers and backstopping.
- Knowledge on mainstreaming gender in local government is increased.



- Gender and governance research debate extended to local government in three more SADC countries.
- Insight into the participation of women in political parties in the Lesotho and Botswana.
- Information on opportunities, challenges for women in political parties in Lesotho and Botswana.

Next steps

- Training and roll out of gender action plans in the four case study countries:
  - Roll out workshops in partnership with SALGA are due to take place in each of the nine district councils from April to July, with the aim of completing these before the local government women's summit in August, where there would be a report back.
  - In Mauritius action plan workshops will be organised in each of the nine districts in collaboration with MWO and the Ministry of Local Government and Women. The workshops started in early April.
  - In Namibia, the Association of Local Authorities (ALAN) has adopted and endorsed the Draft Gender Strategy and will partner with GL in the roll out workshops in the 13 regions.
  - In Lesotho the Ministry of Gender through its gender officers in all nine districts is the main partner in the roll out of plan.
- Research Phase II – completion of the fieldwork and reports from partners as well as the case studies and profiles to be completed by GL.
- Strategy and roll out workshops will start in each of these countries is 2008.

Gender and the Cities
By Judith Mtsewu



GL's fruitful collaboration with the City of Johannesburg continues and has been extended to the adjoining metro of Ekurhuleni.

The collaboration with the City of Johannesburg began in 2005 with a one year capacity building programme on Gender, Communications and Local Government that led to the development of a draft gender policy. GL subsequently worked with the department of Community Development in developing a Women Development Strategy.

The City, through the Office of the Speaker, has now opted for a comprehensive gender mainstreaming strategy with Corporate and Shared Services leading internal transformation while the department of Community Development drives gender mainstreaming in the work and services provided by the City, including preparations for Soccer 2010. GL is currently undertaking an audit of the City and all its services with a view to getting the gender policy adopted and then working on action plans that will be incorporated into the next Integrated Development Plan (IDP). The City has retained GL's services over the next three years to assist in ensuring gender is mainstreamed in all areas of its work.

Similar collaboration has started with Ekurhuleni. The relationship builds on collaboration during the Sixteen Days of Activism campaign in which the metro hosted a huge Take Back the Night Campaign and then indicated an interest in working with GL on a Gender, Communications and Capacity Building programme similar to that undertaken with the City of Johannesburg. This will take place through 2008/2009, when further actions will be determined.





GL Advisory Services

By Pamela Mhlanga, Deputy Director

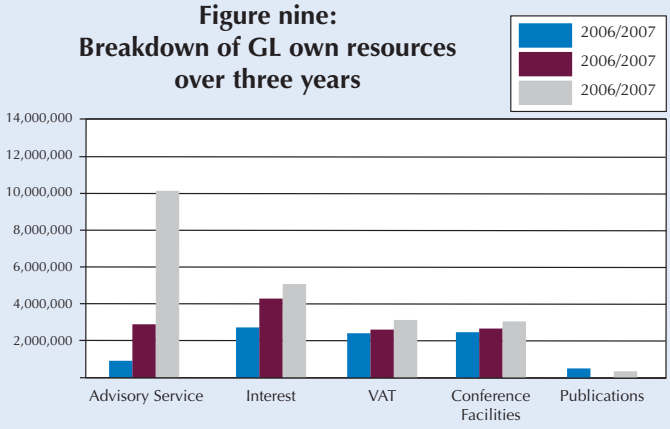


In 2005/2006, the Board raised the challenge of how we could increase the level of resources generated by GL so as to reduce our dependence on donor funding. In looking at our sources of own revenue - VAT, interest, conference facilities and publications –we noted that the most valuable resource that GL has is our skill and expertise; ourselves.

Last year the Board again indicated that given the knowledge that we generate, we need to look at leveraging them more through taking up consulting opportunities. Other than the financial benefits, the Board noted that we need to move from being solely supply to more demand driven. If partners are wiling to pay for gender work, they are more likely to value it!

Figure nine shows that GL's advisory services have grown substantially since its establishment, with revenue generated having more than doubled during the course of the year and expected to triple in 2008. As discussed in the financial review, advisory services are GL's best hope of leveraging the resources that it receives through donors in ensuring sustainability in the future.

Figure nine:
Breakdown of GL own resources over three years



Identifying which projects to take on

The range of institutions and organisations that have contracted GL include United Nations (UN) agencies and the City of Johannesburg. Whilst the primary focus of GL's advisory services is the provision of technical expertise, the contractual relationship is usually motivated by a partnership or potential partnership aimed at contributing to the achievement of gender equality and women's empowerment in the region. The other motivation for GL's choice of partnerships is the direct link to areas of programme focus. The advisory services that GL provided during the course of the year have included technical support to regional and national projects, such as the National Democratic Institute (NDI) women in political parties project, and the United Nations Children's Fund (UNICEF) project on modeling violence prevention initiatives, respectively.

Governance

- UNDP Lesotho: *Media training on gender and governance for journalists and women politicians.* The purpose of the workshop was provide media with tools and practical skills to seek out the views and voices of women on mainstream concerns as well as encourage their participation in public affairs coupled with promoting dialogue and skills for ensuring greater sensitivity in media coverage, access to and use of the media by women politicians. On the third day of the workshop, journalists went into the field to gather information for stories that they wrote which would were used in a supplement produced as the output of the workshop. Councillors and communications personnel received training on writing skills, which was followed by a practical session of writing profiles, press releases and

Table 10: Summary GL Advisory services 2007/2008

CONTRACTOR	Strategic and programme fit- why chosen
City of Johannesburg	Testing of ideas and tools for local gvt; link to home city; benefits of partnership extend well beyond consultancy
SADC	Access for SADC gender protocol work; testing of GL gender and governance tools; links with regional body well beyond consultancy
CAGE	Requested by donor to write chapter in a book on our gender and local gvt research; knowledge creation, dissemination.
UNDP Lesotho	Training women in politics; media. Leveraging work; tools resources GL had developed
NDI	Research on women in political parties; important new area for GL gov programme- working directly with political parties.
SAMDI	Requested by SA public service training institute to review gender mainstreaming training course.
UNICEF	Research on preventing gender violence; opportunity to sway strategic focus more towards prevention; develop tools for measuring this area of our work
SALGA NW	Localising national action plan; pilot that could be cascaded elsewhere
DSD	Requested by gvt ministry to help develop GBV statute; fit with NAP to end GBV
OSFSA	Requested by donor to review chapter of a book on publicly funded media bodies
NCA	Donor requested that GL give training on mainstreaming gender in NGOs and creating campaigns around this in Norway; model south-north cooperation; enhanced relations with donors

opinion and commentaries. The workshop was attended by over 50 media practitioners, politicians, government communications personnel and non-governmental organisations.

- NDI: *Enhancing women's political participation in southern Africa*. The purpose of this project which is taking place in Lesotho and Botswana is to assist the tree main political parties to develop a framework for assessing current challenges to women's political leadership within their respective structures and develop action plans to address the identified needs. To date GL has participated in two advisory group meeting as well as pre-assessment trips to both countries have taken place, these will be followed by the assessment trips and finally limited capacity building will be offered.
- The City of Johannesburg (the City) contracted GL to mainstream gender into the institution over a period of 3 year. This includes ensuring that the City integrates gender equality issues and concerns into their organizational system, procedures, and programmes. The work links directly with GL's agenda to mainstream gender into local government, and creates an opportunity to extend the work beyond the consultancy.



Elizabeth Kakukuru of the SADC Gender Unit (left) during GL's workplace gender policy workshop with the SADC Secretariat. Photo: Colleen Lowe Morna

- GL is providing technical expertise to the Southern African Development Community (SADC) to enhance their gender mainstreaming efforts, through producing a workplace Gender Policy and a Gender Mainstreaming Toolkit. The consultancy also provides an opportunity for a stronger relationship with the intergovernmental organisation as well as the regional gender equality work that GL and its partners is undertaking, in particular the campaign for the adoption of the SADC Gender and Development Protocol
- CAGE, of GL's donors, requested GL to contribute a chapter to their book on the experiences and impact of the ground breaking local government research that GL has undertaken thus far. This forms part of ongoing efforts to contribute effectively towards creating knowledge of gender and governance issues in the region.
- The South African Management Development Institute (SAMDI), contracted GL to review their gender mainstreaming training course. This work is a good entry point to influence gender equality processes in the public service, where many gaps still exist.

Gender justice

- GL's contractual partnership with UNICEF to develop a gender based violence (GBV) prevention model that lays emphasis on primary prevention of GBV in South Africa, is an opportunity to conduct seminal work that will contribute towards a shift in emphasis in addressing GBV from a less reactive and more proactive stance. This is an important development for the gender justice programme, as this adds an innovative dimension to the project supporting SADC governments and civil society to adopt 365 day national action plans to address GBV.
- The partnership with South African Local Government Association - North West (SALGA NW), aims to localise national action plans for mainstreaming gender in local government. This is one of the cornerstones of GL's gender and governance work, and will also serve as a basis for refining methodology and tools that GL is utilising.
- GL assisted the Department of Social Development in developing a strategy on gender violence.

Gender and media

- Open Society Foundation FSA contracted GL to conduct a chapter review on publicly funded media bodies. This and similar work continues to profile GL's media and editorial expertise.
- The request by the Norwegian Church Aid (NCA) to train NGOs in Norway to mainstream gender and create effective campaigns, demonstrates GL's ability to export its expertise, and transfer skills and experience to the North whilst strengthening the relationship with the NCA, one of GL's donors.

Challenges

This new area does, however, pose many challenges:

- Just as we are trying to rationalise the number of donors we have to service, we have to deal with a flurry of new contracts; often small; often paid in several tranches; and seldom paid on time.
- Consulting draws on our most skilled resources, taking them away from programme work and institutional concerns; sometimes at inconvenient moments.
- Ironically, the one area we have not even begun to leverage, recommended by the evaluation, is the institutional systems for good governance, monitoring and evaluation and communication tools developed by GL that several of our donors believe would be of great value to the civil society sector. This is a huge potential growth area.

Next steps

The growth of GL's advisory services, and the diversity of the projects demonstrate the huge potential of this aspect of GL's work to leverage other areas of programmatic focus in the organisation.

GL may soon be at a cross roads: where we respond to demand-driven potential but do not have the capacity to deliver on it and find ourselves torn in many different directions. We need to start thinking creatively how we will handle this; possibly through hiving off this unit altogether and staffing it with associates for whom we may need to invest in some training.

GL will need to continue to be careful to choose work that has synergy with ongoing projects and programmes, as well as work that has potential to enrich existing programmes through either expanding focus or contributing towards a creative shift for greater impact.

Financial Report

By Michael Havenga, Internal Auditor

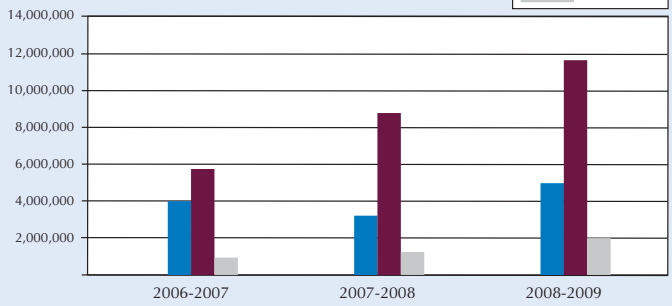


Overview

GL continues to move steadily towards achieving its objectives of greater financial sustainability. Figure ten shows that:

- Income has increased from R6.6 million to R9.97 million from 2006/07 to 2007/2008. This is projected to increase to R13.8 million in 2008/2009: a 38% increase. DFID funds, some of which are expected this year, could increase this figure further.
- The increase is due to a projected 34% increase in donor resources (from R 8.8 million to R11.7 million) and doubling of own resources from R1 million to R2 million, largely due to secured advisory services contracts.
- The proportion of own income is projected to rise by 3%; from 12% last year to 15% this coming year.

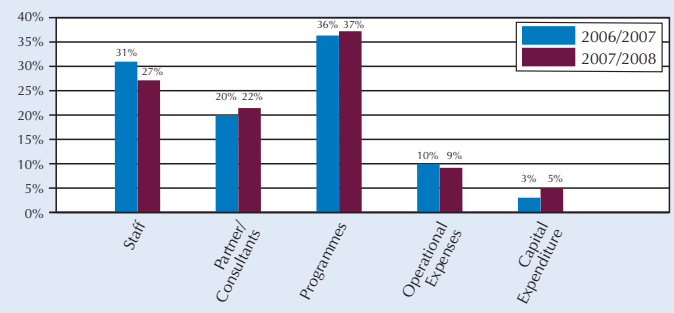
Figure ten: GL financial position 2006-2009



Expenditure

Figure eleven shows that expenditure patterns continue to be similar and to conform to accepted norms. Human resource costs (staff and consultants) account for about half of expenditure and programmes just over a third of expenditure. Operational spending as a percentage of the total is down from 10% last year to 9% this year which is a good sign. Measures such as a tracking systems for phone calls have helped to bring down these expenses. Capital expenditure is up by 2% to 5% this year. This is due to the purchase of the GMDC computers and software as well as the extensions to the house to accommodate the increased number of staff.

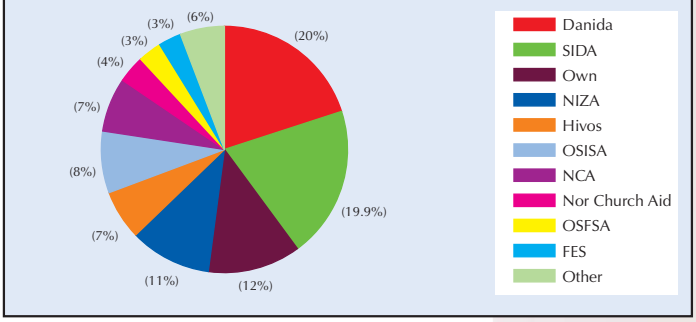
Figure eleven: Expenditure patterns



Source of funds 2007/2008

Figure twelve shows how between them DANIDA and SIDA accounted for nearly 40% of GL's income in 2007/2008, underscoring the increasing importance of bilateral donors in our funding mix. At 12.2%, own resources (sale of publications; VAT; interest; conference and advisory services) featured third highest. The northern foundations and NGOs that have been reliable partners of GL such as Hivos, the Open Society Initiative of Southern Africa (OSISA), the Norwegian Council on Africa and Norwegian Church Aid contributed 6% to 10% each. Smaller donors contributed 3% or less each.

Figure twelve: Source of funds in 2007/2008



Sustainability

The 2007-2010 strategy seeks to increase core funding, as well as basket funding arrangements with donors to reduce the management burden of multiple funding. However, we have to be realistic: while chasing the elusive basket that many donors resist we may be missing opportunities to try and ensure multi-year funding and greater alignment. We therefore set medium term objectives around fewer donors but greater amounts; multi-year funding; reducing number of reports; getting alignment with our financial year; and having one overall audit per year rather than several project-related audits.

Table eleven: Key facts GC donors 2006-2009

DONORS	06/07	07/08	08/09
Total no	15	14	11
Total no with three year agmt	3	5	6
Total no of reports	30	23	21
Align with FY	4	6	6
Allow one audit at same time	All except CAGE and FHR	All except CAGE	All

Table eleven shows that:

- The total number of donors has reduced from 15 in 06/07 to 11 in 08/09.
- The total number of donors with three year agreements has increased from three to six. In other words over half of all our donors this coming year have committed for more than one year.
- Total number of reports expected in the year is down from 30 to 21 (still onerous; last year it was 23).
- All our donors are amenable to one overall audit; in the past there were exceptions that meant we had to call auditors in at different times of the year to conduct individual project or donor audits.

The quest to secure GL's financial position is ongoing. There is no moment when we rest on our laurels. This year alone, the ED, DD and programme managers collectively submitted 17 funding applications. Each one of these, not to mention the constant follow up and negotiations from application to money in the bank represent an enormous amount of energy.

The diversity of our funding portfolio is both our major weakness, and our major strength. The saying, "never put all your eggs in one basket" has served us well in that we have been able to survive some donors diverting their resources to other areas or reducing their level of funding. Securing funds from DFID over the next five years, in a package whose details were being finalised as we prepare this report, will be a major boost for our sustainability.

The three strategy also seeks to increase cost recovery and generation of own resources. Figure ten shows that own resources are projected to go up from 12.2% of income last year to 15% in 2008/2009. As mentioned in the previous section of the report, advisory services will account for half of own resources next year. GL also expects to realise some returns through the Amalungelo Women's Rights Trust that it initiated to participate in empowerment investments in South Africa that have social responsibility components.

Next steps

At its March 2008 Board meeting, the GL Board resolved both to continue it's fund raising and to find ways of increasing self-generated funds; as well as establish an endowment fund into which a percentage of reserves will be invested each year. In the past such reserves have been invested in capital investments: in particular the purchase of a house, car and equipment. GL can now afford to invest surpluses (in other words funds not tied to donor projects, but generated through our own endeavours and investments) into long term financial instruments. The setting up of endowment fund is common among larger NGOs and is a sign of our growing maturity. Another key step taken by GL has been to appoint a full time finance and administration manager, Bridget Marango, who started in March 2008. As internal auditor, I provide strategic oversight and guidance to GL's finances. This makes for a strong team at a critical moment in GL's growth. We remain committed to ensuring strong systems, oversight and accountability.



Bridget Marango is GL's new head of finance and administration. She joins us from the Southern African Trust (SAT) and has worked in a variety of posts, including the Reserve Bank of Zimbabwe.

INCOME STATEMENT FOR THE YEAR ENDING 29 FEBRUARY 2008

Source	Other Revenue (R)	Interest Received (R)	Total (R)	Prior Year (R)
Donor Funds			**8,832,922**	**5,736,016**
NIZA				
HIVOS				
Friedrich Ebert Stiftung (FES)				
OSFSA				
SIDA				
OSISA				
The Norwegian Council for Africa (NCA)				
CAGE				
Southern Africa Trust (SAT)				
Norwegian Church Aid (NCA)				
DANIDA				
MOTT Foundation				
UNIFEM				
Ama Buruxa				
Sub Total	**-**	**-**	**8,832,922**	**5,736,016**
Other Revenue			**538,845**	**363,123**
Sale of Publications	10,260			50,546
Conference and Office Facilities	174,450			225,735
Consulting Fees	354,127			86,842
Profit on Sale of Fixed Asset	8			
Interest Received		**433,565**	**433,565**	**273,930**
Extraordinary Item			**258,656**	**243,511**
Value Added Tax Recovery	258,656			243,511
Total	**797,501**	**433,565**	**10,063,988**	**6,616,580**

Financial report

Expense summary for the year ended February 2008

	2008		2007	
Expense	**Amount (R)**	**%**	**Amount (R)**	**%**
Human Resources				
Staff	2,279,165	27.25%	2,229,141	31.15%
Partners/Consultants	1,796,478	21.48%	1,398,353	19.54%
Sub Total	**4,075,643**	**48.72%**	**3,627,494**	**50.69%**
Programmes				
Workshops	2,172,409	25.97%	1,855,249	25.92%
Publications & Productions	826,403	9.88%	613,500	8.57%
Conference Facilities	23,878	0.29%	38,658	0.54%
Website and IT Costs	103,247	1.23%	92,357	1.29%
Sub Total	**3,125,937**	**37.37%**	**2,599,764**	**36.33%**
Operational Expenses				
Audit Fees	3,192	0.04%	19,020	0.27%
Bank Charges	41,874	0.50%	40,073	0.56%
Cleaning	15,356	0.18%	16,522	0.23%
Courier & Postage	49,850	0.60%	30,411	0.42%
Depreciation	128,066	1.53%	70,640	0.99%
Electricity & Water	17,556	0.21%	22,198	0.31%
Entertainment	5,636	0.07%	5,559	0.08%
Equipment Maintenance	24,628	0.29%	47,613	0.67%
Governance	64,170	0.77%	51,478	0.72%
Interest paid	1,630	0.02%	31,220	0.44%
Insurance	23,569	0.28%	16,582	0.23%
Legal fees	1,291	0.02%	-	0.00%
Levies	-	0.00%	2,315	0.03%
Loss on Sale of Fixed Asset	-	0.00%	25,266	0.35%
Motor Vehicle Expenses	9,414	0.11%	27,581	0.39%
Printing & Stationery	97,534	1.17%	96,770	1.35%
Registration Fees	-	0.00%	-	0.00%
Repairs & Maintenance	56,074	0.67%	29,465	0.41%
Security	6,009	0.07%	4,012	0.06%
Subscriptions	1,499	0.02%	300	0.00%
Staff Recruitment	13,409	0.16%	-	0.00%
Staff Welfare	19,771	0.24%	20,803	0.29%
Telephone & Fax	95,330	1.14%	127,434	1.78%
Travel	62,679	0.75%	39,766	0.56%
Sub Total	**738,537**	**8.83%**	**725,028**	**10.13%**
Capital Expenditure	**424,958**	**5.08%**	**204,537**	**2.86%**
Totals	**8,365,072**	**100.00%**	**7,156,823**	**100.00%**

Auditor's report

ACCOUNTANTS
& AUDITORS
REKENMEESTERS
& OUDITEURE

Johannesburg
Tel: (011) 794-7399
Fax: 086 518 1440
Block B1, Rock Cottage Office Estate,
Jangroentjie Avenue, Weltevreden Park

Practice No: 957135
P.O. Box 1052, Honeydew, 2040

Carletonville
Tel: (018) 788-6717
Fax: (018) 787-3519
Montalto Building, 4 Palladium Street,
Carletonville, 2500

Registered with : South African Institute of Chartered Accountants
Independent Regulatory Board of Auditors
South African Institute of Tax Practitioners

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF GENDER LINKS (ASSOCIATION INCORPORATED UNDER SECTION 21)

We have audited the annual financial statements of **Gender Links (Association Incorporated Under Section 21)** set out on pages 4 to 12 for the year ended 29 February 2008. These financial statements are the responsibility of the company's Directors. Our responsibility is to express an opinion on these financial statements based on our audit.

Scope

We conducted our audit in accordance with International Standards on Auditing. Those standards require that we plan and perform the audit to obtain reasonable assurance that the financial statements are free of material misstatement. An audit includes:

- examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements,
- assessing the accounting principles used and significant estimates made by management, and
- evaluating the overall financial statement presentation.

We believe that our audit provides a reasonable basis for our opinion.

Audit opinion

In our opinion, the financial statements fairly present, in all material respects, the financial position of the company at 29 February 2008 and the results of its operations and cash flows for the year then ended in accordance with South African Statements of Generally Accepted Accounting Practice, appropriate to the business and in the manner required by the Companies Act in South Africa.

Accounting and secretarial duties

With the written consent of all members, we have performed certain accounting and secretarial duties.

Supplementary information

The supplementary schedules set out on pages 13 to 14 and donor schedules as per "Annex A" do not form part of the annual financial statements and are presented as additional information and have been verified to be true and correct.

FWC

FWC Accountants & Auditors
Chartered Accountants (S.A.)
Registered Auditors

Per: FF
Weltevreden Park
15 March 2008

Partners

G.F.v.L. FRONEMAN CA (SA) RA
Hons. B. Comm.
francois@fwc-jhb.co.za

A.M. FOURIE CA (SA) RA MTP (SA)
Hons. B. Compt.
M.Com (Tax)
anton@fwc-jhb.co.za

C. CRONJÉ CA (SA) RA
B.Comm., B Rat.
wcf@lantic.net

GENDER LINKS (ASSOCIATION INCORPORATED UNDER SECTION 21)
(Registration number 2001/005850/08)
INCOME STATEMENT
for the year ended 29 February 2008

	2008	2007
Gross receipts	9,371,759	6,099,139
Other income	8	-
Operating costs	8,363,442	7,125,602
Operating Surplus/(Deficit)	1,008,325	(1,026,463)
Investment income	433,565	273,930
Finance costs	(1,630)	(31,220)
Capital expenditure	424,959	204,537
Surplus/(Deficit) before extraordinary items	1,865,219	(579,216)
Extraordinary items - VAT receipts	258,656	243,511
Net Surpluc/(Deficit) for the year	2,123,875	(335,705)

	Note	2008	2007
Gross revenue		9,371,759	6,099,139
Conference and office facilities		174,450	225,735
Consulting fees		354,127	86,842
Donor funds	7	8,832,922	5,736,016
Sales of publications		10,260	50,546
Other income		433,573	273,930
Interest received		433,565	273,930
Profit on disposal of fixed assets		8	-
Total income		9,805,332	6,373,069
Expenditure (Refer to page 14)		8,365,072	7,156,822
Surplus/(Deficit)for the year before extraordinary items		1,440,260	(783,753)
Extra-ordinary items		258,656	243,511
Acquisition of assets		424,958	204,537
Net Surplus/(Deficit)for the year		2,123,874	(335,705)
Prior year prepaid receipts		4,502,442	4,859,984
Retained surplus before prepaid expenses		6,626,316	4,524,279
Prepaid expenses - movement		5,562	(21,837)
Transfer to: Funds received in advance		(6,631,878)	(4,502,442)

GENDER LINKS (ASSOCIATION INCORPORATED UNDER SECTION 21)
(Registration number 2001/005850/08)
DETAILED INCOME STATEMENT
for the year ended 29 February 2008

	2008	2007
Expenditure	8,365,072	7,156,822
Auditors' remuneration	40,793	19,020
Bank charges	41,874	40,073
Capital expenditure	424,959	204,537
Cleaning	15,356	16,522
Conference facilities	23,877	38,658
Consulting fees	1,758,878	1,398,355
Depreciation	128,066	70,640
Electricity and water	17,556	22,198
Entertainment	5,636	5,559
Equipment maintenance	24,626	47,612
Governance	64,170	51,478
Insurance	23,569	16,582
Interest	1,630	31,220
Legal expenses	1,291	-
Loss on disposal of fixed assets	-	25,267
Motor vehicle expenses	9,414	27,581
Postage	49,850	30,411
Printing and stationery	97,534	96,770
Publications and productions	826,403	613,499
RSC levies	-	2,315
Repairs and maintenance	56,074	29,465
Salaries and wages	2,279,165	2,229,141
Security	6,009	4,012
Staff recruitment	13,409	-
Staff welfare	19,771	20,803
Subscriptions	1,499	300
Telephone and fax	95,330	127,434
Travel - local	29,428	29,693
Travel - overseas	33,251	10,073
Website costs	103,247	92,357
Workshops	2,172,407	1,855,247

Assessment of action plan

ASSESSMENT OF ACTION PLAN						
PROJECT	**OBJECTIVES**	**ACTIVITIES**	**OUTPUTS**	**OUTCOMES**	**TIME-FRAME**	**DONORS**
I. GENDER AND MEDIA						
RESEARCH						
1. Audience research	To assist the media to become more responsive to male and female audiences.	In-house audience research conducted and documented by three media houses each year	3 in-house audience research reports	Gender awareness built into coverage and programming through audience responses	April-December	FES OSISA
2. Mirror on the Media	To launch the gender and advertising research; conduct new research on tabloids, and community radio	Planning Training Compiling reports	Report Mirror on the Media- Advertising Launches in three countries Report- Gender and Tabloids; launched on 13 March	Engage new media sectors in debate	April-February	OSISA
POLICY						
3. HIV AIDS and Gender policies	To roll out gender and HIV policies in 80% of newsrooms by 2008 as part of MAP; extend MAP to three Francophone countries	Roll out of policies in 12 countries; baseline study and beginning of policy roll out in French speaking countries.	55% of media houses have given buy-in and are at various stages of adopting policies. DRC, Seychelles and Madagascar have conducted baseline studies and are ready to roll out policies	Improvement in quantity and quality of reporting as measured against the baseline	Ongoing	SIDA OSISA
4. Gender in regulatory authorities and media NGOs	To assist regulatory bodies in developing gender policies	Situation analysis; in-house workshops; policy writing and development.	3 policies developed: Advertising Standards Authority of Mauritius; Press Council of Botswana; Tanzania Communications and Regulatory Authority	Gender integrated into the work of key regulators and media NGOs.	April-December	FES
TRAINING						
5. Gender, economy and the media	To continue with the Business Unusual in service training.	Training workshops in three countries.	113 journalists trained 6 supplements produced	Improved quality of reporting on gender.	April-December	NIZA
GENDER AND MEDIA DIVERSITY CENTRE						
6. Governance and establishment of centre	Following the feasibility study funded by NIZA and Hivos, to establish the GMDC.	Conceptual framework Meeting of advisory group Business plan Advisory body E Resources Physical structure and inauguration	Centre established Website launched	Knowledge management and dissemination system put into place.	April-Feb	NIZA
7. Virtual Resource Centre (VRC)	To develop and maintain the VRC and make it a useful tool for trainers	10 new case studies each month advertised through the website	10 case studies per month	Relevant regional study materials that enhance training	Ongoing	HIVOS
8. Monthly dialogues	To hold monthly seminars and cyber dialogues on topical gender and media diversity issues	Monthly seminars and cyber dialogues	6 seminars held-advertising; tabloids; Sixteen Days of Activism; Media literacy; Media Activism.	Debate and discourse on gender, media and diversity	April- Feb	OSFSA
9. Media Diversity Journal	To enhance knowledge generation and dissemination on gender, media and governance issues through a high quality journal.	Editorial advisory group; decide on content for each issue; commission articles; edit; disseminate	2 issues produced: Tabloids; Media activism.	Indigenous knowledge, resources and study materials.	September April-	OSISA
10. Media literacy	To engage with the department of education on media literacy and run pilot projects in schools; as well as for the public	Pilot project with schools; engage with Ministry of Education on cascading this; ongoing accredited courses at GL office.	Pilot project with school and integration into curriculum; 20 general public trained.	Critical media consumers and citizens who are able to "watch the watchdogs".	December	OSFSA

Assessment of action plan

ASSESSMENT OF ACTION PLAN						
PROJECT	**OBJECTIVES**	**ACTIVITIES**	**OUTPUTS**	**OUTCOMES**	**TIME-FRAME**	**DONORS**
WRITE ABOUT RIGHTS						
11. GL Opinion and commentary service	To support women experts in writing and publishing opinion pieces in the mainstream media	1. Training workshop; 2. Placing of opinion pieces.	At least ten articles a month; average usage x 4.1 (up from 3); at least two new writers per month	Enhance debate on critical issues; on the job training in writing opinion and commentary	Continuous	HIVOS
III. GENDER JUSTICE						
12. Roll out of National Action Plans to End Gender Violence	To develop National Action Plans for Ending Gender Violence in four countries each year based on the SADC Addendum and Protocol Monitoring Framework.	In country workshops in four countries each year; plans developed and structures put in place for their implementation	80 activists trained in Zambia; Tanzania; Botswana and Swaziland	Multi sector approaches and structures for ending gender violence.	April- Sept	NCA
13. Sixteen Days of Activism	To use the Sixteen Days of activism to raise awareness and enhance accountability on the NAPS	Audits; Research; fact sheets; commentaries; accountability forums.	Take back the night campaign across the region; Taking Stock; four regional cyber dialogues; fact sheets; increased media and website queries.	Enhanced accountability by gvt and civil society	Ongoing over the three years	NCA
14. Gender Justice Barometer	To produce a monthly e newsletter	Editorial meetings Solicit inputs Production	12 newsletters Responses	Monitoring of NAPS	Ongoing	NCA
POLICY						
15. SADC and Gender campaign	To launch a region wide campaign on the need to enhance the SADC Declaration on Gender and Development to a Protocol	Planning meeting; training of in country facilitators; in country consultations; drafting of protocol; lobbying in the run up to the SADC Heads of State Summit	Lobbying kit; draft protocol; reports on country activities; two newspaper supplements at high profile events; substantial inputs into various stages of the draft.	SADC Heads of State commit to Protocol	April-August	SAT NCA OSISA DANIDA
16. At the coalface, gender and local government	To launch research on gender and local government in Southern Africa, including at the SADC HOS	Workshops in four countries in which research took place; development of country strategies	4 x 30 participants; media publicity; buy in for local government gender action plan project; begin roll out	Gender and local government given a high profile and put on the political agenda for the first time.	April-December 2007	CAGE MOTT DANIDA
17. Local gvt gender action plans	To build the gender analysis skills of local councillors across Southern Africa through the development of gender action plans, including strategies to end gender violence	Developing of tool kit; training of trainers;	4 countries x 8 trainers=32 trainers trained	First concerted effort to mainstream in local gvt in Southern Africa and to build skills for doing so; local capacity built through training of trainers and backstopping.	Jan/Feb 2008	DANIDA
IV. ADVISORY SERVICES						
20. Various consultancies	To leverage GL work through provision of advisory services	Contracts with NDI, SADC Secretariat; DSD; City of Johannesburg; UNICEF.	Study on the prevention of gender violence; study of the role of political parties in women's participation; Gender mainstreaming manual for the SADC Secretariat	Generation of resources for the organization and deepening of programme work through demand-driven undertakings.	Ongoing	

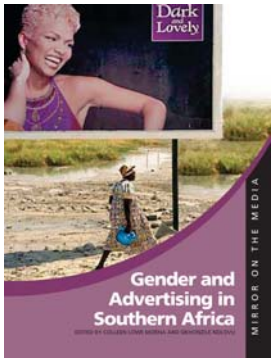
Annex: Workshop Report March 2007 - February 2008

ASSESSMENT OF ACTION PLAN

WORKSHOP	DATE	COUNTRY	PARTNER	M	F	U	TOTAL
GENDER AND MEDIA							
RESEARCH & POLICY							
MAP							
HIV and AIDS facilitators training	26-30 March	SA	MAP	4	12	-	16
Lubombo Community Radio	24 April	Swaziland	SAEF	8	6	-	14
The Swaziland Times	26 April	Swaziland	SAEF	7	3	-	10
Namibia Broadcasting Corporation	26 July	Namibia	PON	5	5	-	10
Lesotho government media	19 September	Lesotho	GEMSA	2	7	-	9
Mwananchi Corporation	6 December	Tanzania	MISA-Tan	8	1	-	9
Francophone project							
Training DRC	1-3 Oct	DRC	PANOS DRC; Media Women's Association DRC	3	12	-	15
Training Seychelles	14 Oct	Seychelles	-	2	3	-	5
Training Madagascar	17-19 Oct	Madagascar	de la Féderation des Femmes Madagascar	0	13	-	13
MAP awards	9 Sept	SA	SAEF; SPI	13	10	-	23
Audience research							
Meeting with Swazi Observer	-	Swaziland	Swazi Observer	4	1	-	5
Meeting with the Voice	-	Botswana	The Voice	1	3	-	4
Sharing of findings with the Voice	5 Feb	Botswana	The Voice	1	2	-	3
Gender and media regulation							
Botswana Press Council workshop	20-21 July	Botswana	Botswana	2	8	-	10
Tanzania Regulatory Authority workshop	20-22 August	Tanzania	TCRA	11	9	-	20
Mauritius Advertising Standards Authority workshop	16-17 October	Mauritius	MWO/ASA	17	9	-	26
TRAINING							
Business Unusual							
IAJ	16-20 July	SA	IAJ, GEMSA	6	9	-	15
Namibia	23-27 July	Namibia	PON, GEMSA	10	5	-	15
Swaziland	13-17 August	Swaziland	UNISWA, GEMSA	7	16	-	23
BU certificate ceremony Tanzania	21 August	Tanzania	GEMSATAN, TCRA	17	8	-	25
Stellenbosch	5 Oct	SA	Stellenbosch Media Studies	6	15	-	21
Rhodes	22-26 Oct	SA	Rhodes Media Studies	6	6	-	12
Botswana	4-8 Feb	Botswana		5	23	-	28
GMDC							
Inaugural advisory group meeting	5 May	SA	Rhodes Media Studies Dept.	6	10	-	16
GMDC seminar- Glass Ceiling	3 May	SA	SANEF	12	20	-	32
GMDC seminar- Advertising research	17 July	SA	IAJ	6	9	-	15
GMDC seminar- Media literacy	2 August	SA	Constitution Hill	4	17	-	21
GMDC Seminar- Tabloids	11 Sept	SA	Highway Africa	12	14	-	26
Second Advisory group meeting	10 September	SA	Highway Africa, Rhodes University	12	14	-	26
GMDC seminar- Media Coverage of Gender Violence	6 December	SA	-	3	4	-	7
WRITE ABOUT RIGHTS							
Capacity building SADC Protocol	29-31 Jan	SA	Protocol Alliance	2	18	0	20
MIRROR ON THE MEDIA							
Media literacy							
Module one	3 May	SA	GEMSA	12	22	-	34
Module two	10 May	SA	GEMSA	8	18	-	26
Module three	17 May	SA	GEMSA	8	14	-	22
Module four	24 May	SA	GEMSA	9	13	-	22
Module five	31 May	SA	GEMSA	7	13	-	20
Module six	7 June	SA	GEMSA	3	11	-	14
Module seven	14 June	SA	GEMSA	8	7	-	15
Module eight	21 June	SA	GEMSA	5	10	-	15
Module nine	28 June	SA	GEMSA	5	10	-	15
Module ten	5 July	SA	GEMSA	3	5	-	8
Module eleven	14 July	SA	GEMSA	4	9	-	13
Module twelve	17July	SA	GEMSA	6	8	-	14
Module thirteen	31 July	SA	GEMSA	5	6	-	11
Graduation and awarding of certificates	2 August	SA	GEMSA	4	17	-	21
Media lit for learners	25-29 June	SA	GEMSA	9	12	-	21
Advertising research-							
Launch Zimbabwe	25 July	Zimbabwe	GEMZi	4	7	-	11
Launch Mauritius	15 Oct	Mauritius	MWO-GEMSA	9	16	1	26
Launch Zambia	14 August	Zambia	GEMSA	13	22	-	35
Tabloid research							
Reference group meeting	18 June	South Africa	MMP, GMDC, GEMSA, Stellenbosch University	2	6	-	8
Monitoring wkshop	16-20 July	South Africa	MMP, GEMSA- MWO, GEMSATAN	3	7	-	10
Sub total				***329***	***526***	-	***855***

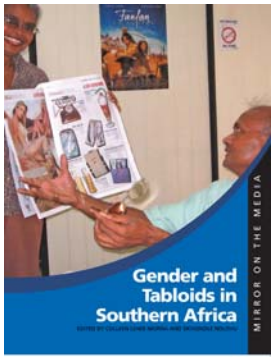
WORKSHOP	DATE	COUNTRY	PARTNER	M	F	U	TOTAL
GENDER JUSTICE							
National Action Plan				8	19	0	27
Swaziland	27-29 June	Swaziland	SWAGAA, Min of Home Affairs (Gender Unit), GEMSWA	6	13	0	19
Zambia	8-10 August	Zambia	GEMSA-Zambia	9	17	0	26
Tanzania	22-24 August		GEMSAT	4	36	0	40
Botswana	19-21 Nov	Botswana	BOCONGO, Women's Affairs Department (in Min of Labor)	10	23	-	33
Task team meetings	23 -24 Jan	South Africa		10	23	0	33
I stories	20 Oct	South Africa	Nisaa Institute, POWA	0	17	0	17
I Stories review	3 Nov		Nisaa Institute, POWA	0	16	-	16
Taking stock	23 Nov	South Africa (regional)	NAPSA, GEMSANAM, GEMZi, MWO, IMF, WB	28	11	-	39
Take back the Night	24 Nov	SA	GEMSA, Erkhululeni	400	200	-	600
16 Day Cyber dialogues							
Trafficking	28 Nov	SA		0	6	0	6
AB group	4-11 Dec	SA	Ama Buruxa Cultural group	9	9	0	18
Themba theatre				14	15	0	29
Museum Africa etc				60	60	0	120
IT Training				8	19	0	27
Constitution Hill				19	36	0	55
Sub total				***376***	***687***		***1036***
GENDER AND GOVERNANCE							
Local government							
At the Coalface							
Launch	22 March	SA	SALGA	98	52	-	150
Mauritius launch and strategy	11-15 June	Mauritius	MWO	37	63	-	100
Namibia preparatory meeting	2 July	Namibia		1	11	-	12
Namibia launch and strategy	23-26 July	Namibia	ALAN	29	41	-	70
Lesotho launch and strategy	17-20 Sept	Lesotho	WLSA	37	100	-	137
TOT	5 - 8 Nov	SA		7	29	-	36
Research phase II meeting	10 Nov	SA	WLSA	0	7	-	7
SADC and Gender							
Civil society country consultation meeting	19-22 March	SA	Alliance	2	20	-	22
HOS Civil Society mtg	14-15 August	Zambia	Alliance	16	32	-	48
Post summit consultation	9 Nov	SA	Alliance	5	34	-	39
Sub total				***239***	***360***		***599***
ADVISORY SERVICES							
UNDP Lesotho	27 – 31 Aug	Lesotho	UNDP	9	39	-	48
UNICEF							
Inception report	20 Oct	South Africa	UNICEF/NPA	0	12	0	12
Reference group meeting	6 December	SA	UNICEF/NPA	1	9	-	10
NCA workshop	10-12 Oct	Norway		3	13	-	16
Reference group meeting	20 Jan	SA	NDI	1	6	-	7
Reference group meeting	23 Feb	SA	NDI	1	4	-	5
SAMDI consultation, CLM	22 Feb	SA	SAMDI	1	7	-	8
Sub total				***16***	***90***		***106***
NERTWORKS							
MWO capacity building wkshop	10-11 June	Mauritius	MWO	3	19		22
GEM Plus workshop	1-3 Oct	Seychelles	GemPlus	3	11		14
SAGEM	26 Feb	SA	SAGEM	1	5		6
GEMSA committee	7 Nov	SA		4	15		19
Total Yr 08				**971**	**1713**	**278**	**2684**
Total Yr 07	**76**			**776**	**1202**		**2255**
Percentage Yr 08				**36%**	**64%**		
Percentage Yr 07				**39%**	**41%**		

New Gender Links publications and products



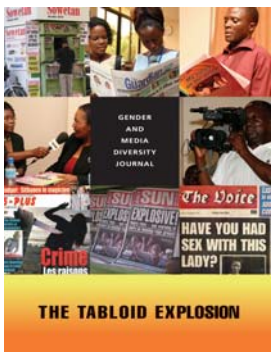
A ground breaking study on gender and advertising in Southern Africa, conducted by Gender Links, has revealed that women are more likely to be seen than heard; they predominate in billboards and still images and hardly feature in voice-overs; and it is in these still images that we see blatant stereotypes at their worst. Covering 1650 radio, television, print and billboard advertisements in Mauritius, South Africa, Zambia and Zimbabwe, the study aimed to establish how women and men are represented in advertising.

Price: R100/$10



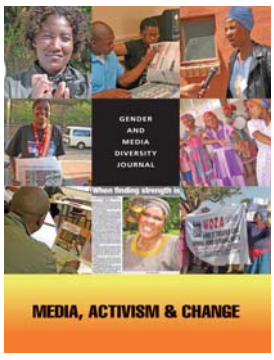
Gender and Tabloids: For better or for worse, Southern Africa is in the grips of a tabloid explosion. Press freedom and the discovery of new markets among the lower paid working classes previously not reached by the written media have led to a mushrooming of newspapers that are not only tabloid in form but also in content-visual; sensational; superstitious; feeding off local celebrity news and scandals. Women's bodies are unashamedly used as a selling point. Yet these papers have a large following among women (even if many are secondary rather than primary readers). They reach millions of people. Can tabloids be part of the march to transform gender relations, or are they just another of the many reactionary forces to be contended with? Timely, provocative and well-researched, this sixth issue of Mirror on the Media by Gender Links and partner organisations is the first comprehensive study not just of gender and tabloids in Southern Africa, but of this phenomenon in the region more broadly.

Price: R100/$10



The third issue of the Gender and Media Diversity Journal continues in the tradition of the first two by offering diverse perspectives on the media landscape in Southern Africa, enriched by views from the rest of Africa and other regions of the world. As a project now of the Gender and Media Diversity Centre (GMDC) launched by Gender Links and GEMSA in 2007, the journal aims to stimulate debate on media diversity broadly, and the gender dimensions of this specifically.

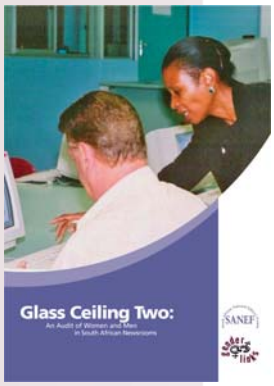
Price: R100/$10



The fourth edition of the Gender and Media Diversity Journal will focus on the topic of media activism and change. It will explore various aspects of media activism – how media itself plays an activist role and how activists are increasingly using the media more pro-actively on issues as diverse as gender, HIV/AIDS, LGBTI issues. It will also raise some complex questions about the ethics and accountability related to activism and journalism. As with all editions of the GMDJ, contributors are encouraged to explore the gender and diversity dimensions of the topics under review.

Price: R100/$10

New Gender Links publications and products



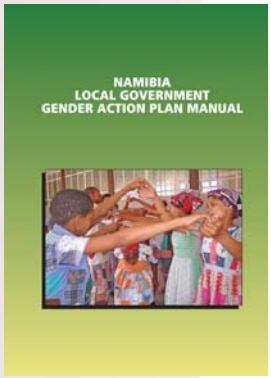
While there are now roughly equal numbers of women and men in South African newsrooms, women, and especially black women, are still scarce in senior and top management echelons, as well as in the hard news beats. On average, women earn twenty percent less than men in newsrooms; and black women earn twenty five percent less than white men.. These are the key findings to emerge from the Glass Ceiling in South African newsroom report by Gender Links and the South African National Editors Forum.

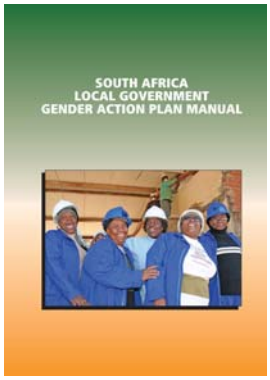
The report can be downloaded from the GL website: www.genderlinks.org.za.



The I Stories is a series of first hand accounts of gender violence from across Southern Africa produced by the GL Opinion and Commentary Service for the Sixteen Days of Activism. Covering topics such as gender violence and the law; children; and HIV and AIDS, the book was launched in Johannesburg on 25 November (International Day of No Violence Against Women) at the Take Back the Night Campaign.

Price: R100/$10







The local government gender action plan manuals are a product of the Training of Trainer (TOT) workshop that took place in Johannesburg in November 2007. The workshop brought together representatives of gender and local government ministries, local government authorities and their staff from the four case study countries of the GL study: *At the Coalface, Gender and Local Government*. The four countries are Mauritius, Lesotho, South Africa and Namibia. Each manual is tailored to the needs of the specific country. The Lesotho manual is in Sesotho and the Mauritius manual is in Creole.

Price: R100/$10