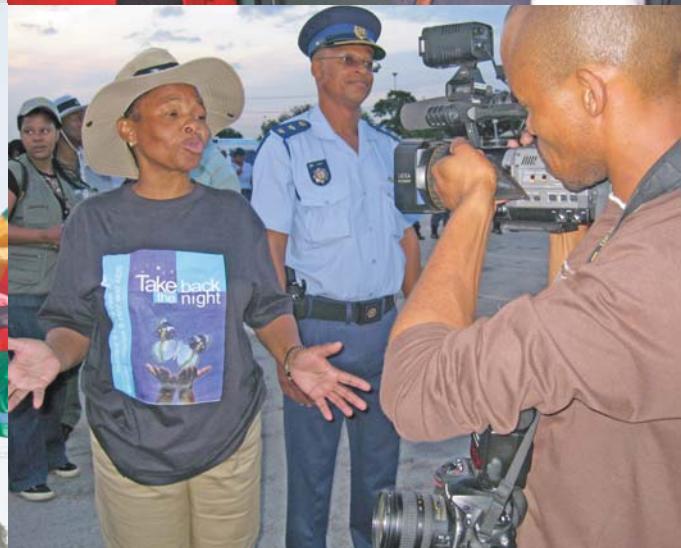




for equality and justice



**GENDER LINKS ANNUAL REPORT
MARCH 2008 - FEBRUARY 2009**





Gender Links for equality and justice!

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. With its headquarters in Johannesburg, South Africa, and satellite offices in Mauritius and Botswana, GL locates its mission 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.

From 2005 to 2008, GL worked with civil society partners in the campaign to elevate the Southern African Development Community (SADC) Declaration on Gender and Development into a Protocol with 28 targets to be achieved by 2015. GL coordinates the Southern African Gender Protocol Alliance that brings together over 40 NGOs at national and regional level in six thematic clusters for advancing gender equality in the region.

A key GL area of focus is the transformation of gender relations 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 of gender activists as well as women in decision-making. GL has pioneered gender and media literacy courses that aim to "watch the watchdogs".

GL is a founding member of, and hosts the secretariat of the Gender and Media Southern Africa (GEMSA) network. Together with the Media Institute of Southern Africa (MISA) the partners mount a Gender and Media (GEM) Summit every two years to show case what is working.

Through its gender justice programme, GL links activists and the media in campaigns to end gender violence. Together with government partners, the thrust now is to progress from campaigns to action plans with concrete targets, time frames and indicators for achieving the SADC target of reducing gender violence by half by 2015. GL is co-ordinating a cutting edge pilot project to develop indicators for measuring gender violence to enhance these efforts.

In 2003, GL embarked on a gender and governance programme that combines research and advocacy on women in decision-making with media training. Local government has emerged as a specific area of focus. The governance and justice programme come together in a unique initiative to localise national action plans to end gender violence with best practices to be shared annually at a summit during the Sixteen Days of Activism to end Gender Violence.

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. The Gender and Media Diversity Centre (GMDC), launched in 2008, brings together media development NGOs and training institutions in a bid to "collect and connect" knowledge as well as "collaborate" in advancing gender equality and diversity.

All programmes are organised around a circle called "The Gender and Media E Community" which includes GL's list serve, website, data base of close to 4000 contacts and the cyber dialogue facility that enables GL to hold online discussions with participants in the region and across the globe. (For more information go to www.genderlinks.org.za)

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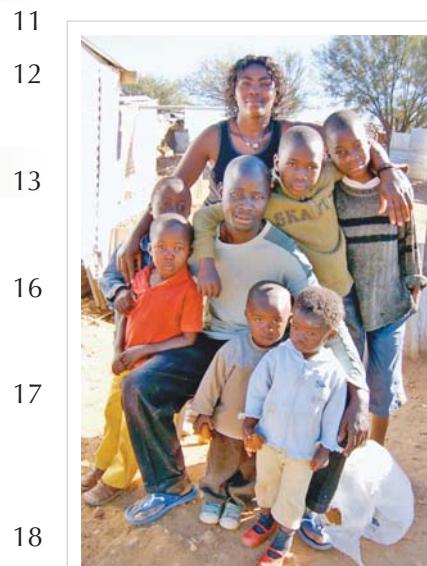
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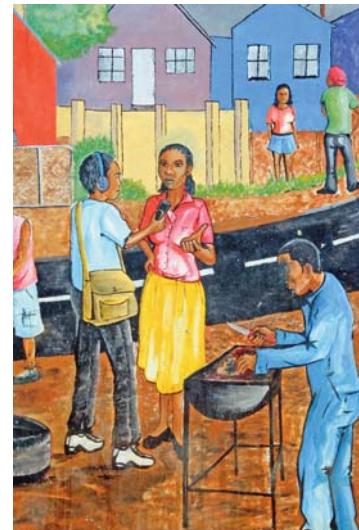
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DEPUTY CHAIRPERSON'S REPORT



The urgency of the work on gender equality in SADC countries cannot be under-estimated. In its recently adopted SADC Gender Protocol, the region has put in place the basic legal instrument to serve as the framework for advancing gender equality in all the SADC countries. This is, however, no time to be complacent.

No time for complacency

A number of conventions and declarations have been adopted over the years to deal with the issues addressed in the SADC Gender Protocol. These include: The Convention for the Elimination of all Forms of Discrimination Against Women; the 1993 International Conference on Human Rights in Vienna where the mantra "women's rights are human rights" was coined; The Fourth World on Women Conference in Beijing and the Millennium Development Goals (MDGs). MDG three specifically concerns advancing gender equality across the globe.

Since their adoption, the MDGs have taken centre stage in development discourse. Progress in most sectors is measured against the targets set in the goals. The inter-connectedness of the world we live in demands a standard set of measures to keep us focused on the common goal of humanity.

The Protocol is but a framework within which SADC countries are to build and strengthen their institutions as they transform their societies from ones in which gender inequality is pervasive to ones where gender discrimination is a thing of the past. SADC gender activists must remember that 24 years since the Second World Conference on Women in Nairobi; 14 years since the Fourth World Conference on Women in Beijing and well over half way through the target date for achieving the Millennium Development Goals (2015), no country in the SADC region has achieved gender equality.



The financial crisis is swelling the ranks of the poor.

Sadly, some forms of women's rights violations such as trafficking are increasing. The global financial and food crises are increasing the ranks of the poor and undermining the capacity of states to address past wrongs of gender discrimination. The number one lesson we learn is that there is a propensity on the part of leaders to sign declarations and make commitments without any intention or plan for delivering on these promises.

The challenge is to bridge the gap between policy and practice. The challenge for Gender Links and other gender activists is to devise effective implementation, monitoring and evaluation strategies that ensure accountability on the part of states for the promises they make. As former UN Secretary General Kofi Annan observed in the foreword to the report: *Larger Freedom: towards Development, Security and Human Rights for All*: "The world must advance the causes of security, development and human rights together, otherwise none will succeed. Humanity will not enjoy security without development; it will not enjoy development without security; and it will not enjoy either without respect for human rights."

In other words gender equality is intrinsic to security and development. Unless women are able to exercise their human rights freely in societies in which they are, true development will not take place. Part of our tasks therefore is to convince states that gender equality is not only intrinsic to security and development: it is a precondition for sustainable economic development.

Strategic direction

As the GL Board, we strive to provide strategic guidance and effective oversight. GL is currently in the second year of its three year strategy 2007-2010, developed after an in-depth external evaluation of the work of the organisation. This strategy helped to shape three distinctive programme areas within the overall ambit of the SADC Protocol. These are media, governance and justice.

While we sought to broaden the scope of our work, especially by venturing into the francophone countries, we also made it clear that we need to move from breadth to depth. Evidence of this is seen in all our programmes where we have progressed from research, to action plans, to capacity building, to much stronger monitoring and evaluation of the impact of our work.

As detailed in the Executive Director's report, this year has been one of momentous growth. At a time when many agencies are being forced to close their doors due to the financial crisis, we are fortunate to have doubled our budget and our staff. Thanks to the hard work of the team on the ground, GL bid along with NGOs around the world and successfully secured funds from the DFID Governance and Transparency Fund as well as the Dutch government's MDG 3 Fund. These resources, together with those from our traditional funding sources, have made it possible for us to begin to achieve some of the goals that we set ourselves in the three year strategy.

I am especially pleased to report that over the last year, the Board approved the establishment of two satellite offices in Botswana and Mauritius. As I write, plans are afoot for the establishment of project sites in Namibia, Zambia, Lesotho, Swaziland and Zimbabwe to follow up on our governance and justice work within the context of the SADC Protocol. There can be no greater testimony to our desire for more depth than hands and feet on the ground to carry the work forward.

Strengthening governance

Such rapid expansion calls for a strengthening of our governance. I am pleased to announce that after relocating to the UK for personal reasons and settling down there, Ruth Ayisi rejoined the Board. Scholastica Kimaryo, who brings to our team a wealth of experience and expertise, joined the Board in March 2009. We are delighted that through this appointment we continue to expand our geographical base and the diversity that we cherish so deeply at GL.

At its annual meeting in 2004, the Board established an Executive Committee to attend to issues that might arise in between Board meetings. Exco comprises the Chairperson and Deputy Chair; a Board Member; the Secretary to the Board and the Executive Director (ex officio).

During the period April 2007 to March 2008 Exco met three times on 21 May; 6 November and 9 February. In addition, Exco referred certain matters to the Board addressed at teleconferences on 12 June and 26 November.

Welcome on Board to Scholastica Kimaryo



Born in Tanzania, Kimaryo has 30 years of working experience with the United Nations System; 23 within the United Nations Children's Fund (UNICEF) and the other seven with the United Nations Development Programme (UNDP). Whilst in those positions, she served in Botswana, Lesotho, South Africa, Tanzania as well as a stint with UNICEF New York Headquarters.

At the time of her retirement from UNDP in January 2009, Kimaryo was Deputy Assistant UNDP Administrator & Deputy Regional Director for Africa. Kimaryo holds an MSc in Social Policy, Planning & Participation in Developing Countries from the London School of Economics & Political Science, a BSc in Home Economics & Nutrition as well as a post-graduate Diploma in Journalism.

She has focused her career on supporting the African Governments and people in the countries of her assignment to addressing the challenges of making public institutions work, especially in facilitating access to basic services by the poor and marginalised in society; the majority of whom are women and children.

Commenting on Kimaryo's appointment, Edwidge Mutale, a gender trainer/ consultant from Zambia noted: "It is nice to know that we have women with a lot of experience that they are bringing to gender organisations. May I



Among others, we established an endowment fund and approved a salary structure for staff to ensure competitiveness and fairness. For the first time in its eight year history, the Board also approved the issuing of three year contracts where funding permits us to do so. This is our strongest statement yet that we can look forward to the future with some degree of certainty and that we want our staff to join us for the long haul. The degree of stabilisation after some of our teething set up problems is heartening.



Pat Made and Susan Tolmay at the March 2009 at Board meeting.

Sustainability

At all our Exco meetings the Executive Director tabled quarterly financial reports, with the annual audited accounts submitted to the full Board at our annual meeting in March. The ED gave regular reports on her fund raising initiatives. As a Board we are acutely aware that much as we have achieved relative stability for the next three years, we must never rest on our laurels. We

take this opportunity to congratulate Scholastica Kimaryo. Welcome on board!"

Kimaryo is the ninth GL Board member. Dr Ndulo, from Zambia is Professor of Law at Cornell University Law School, Director of the Institute for African Development at Cornell University, Honorary Professor of Law at Cape Town University and former dean of the Law School at the University of Zambia. Dr Ndulo is also part of a high level panel convened by the African Union, chaired by the former President of South Africa Thabo Mbeki, to investigate the conflict in Darfur. 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: Thenjiwe Mtintso, founding chair and South Africa's ambassador to Italy; Ferial Haffajee, former editor of the *Mail and Guardian*, now with City Press 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 with several years experience in Mozambique; Loga Virahsawmy (President of the Mauritius Media Watch Organisation); and Dr Pinkie Mekgwe from Botswana who works in the 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.

know that sunny days can very quickly turn to rainy days. We realise that we need to make hay while the sun shines.

Following my request to the ED to look into the setting up of an endowment fund, the Head of Finance and Administration Bridget Marango assisted the ED in putting a proposal for an endowment fund to Exco on 12 May 2008 and to the full board on 12 June 2008. The Board accepted the recommendation and the fund came into being in December 2008.

The Board ensures that each year GL generates at least 10% in "own resources" that, like any good enterprise, can be invested back in the organisation. These comprise resources that GL has been able to raise through VAT returns; interest; sale of publications; renting out its premises and consultancy fees.

In addition to the endowment fund, the Board at its meeting in March 2009 authorised the purchase of the adjoining property to 9 Derrick Avenue where our offices are located. This is both a long term investment and an immediate measure to create additional space for a growing organisation.

Striving for excellence



Loga Virahsamy (right) with the Prime Minister of Mauritius during the launch of the 1 Stories.

As we have scoured the terrain to see how best we serve Southern Africa, we have reached the conclusion that we need to begin from within, by creating a world-class organisation run by a team of dedicated professionals who practice the good governance that they preach.

Our policies and regulations are constantly amended to reflect a larger organisation, with bases in more than one country, but still guided by one value system.

The Board and staff of GL are exceptionally proud of the award of the *Grand Officer of the Order of the Star and Key of the Indian Ocean (G.O.S.K)* to GL Director, Francophone and Mauritius office, Loga Virahsamy, for her service to the women of that sub-region to be presented to her by the President in July. Among others, Virahsamy spent the past year running village level workshops on what the SADC Gender Protocol means for poor women across the island. As a colleague commented: "Loga earned the national recognition that she received every inch of the way: village by village; hour after hour of hard and dedicated work."

My deputy, Dr Athalia Molokomme, also Attorney General of Botswana, continues to be featured in a wide range of publications and productions as an outstanding example of female leadership. She found the time this year to reflect on feminist jurisprudence at Cornell University; a habit that I hope that all of us in the busy and pressured environment of GL will develop.



Taking time out to reflect

By Athalia Molokomme
Deputy Chair

Excuse the cliché, but time does fly. The growth of GL during the past year alone, in terms of programme coverage, depth and funding can only be described as phenomenal. This does not of course just happen: it is testimony to the unflinching commitment and hard work of the Executive Director and her team. We at the Board are proud of these achievements, and will continue to play our role in shaping policy and guidance as appropriate.

One of the fulfilling things about being associated with GL is the rich links and networks that one is able to forge with colleagues in the board, all of whom have a wide experience and varied institutional links. A couple of years ago, our current Chairperson, Dr Muna Ndulo, suggested that I might wish to take time off to participate in a visiting scholarship program that Cornell Law School was offering in feminist jurisprudence. This program provides women lawyers with time and space away from the hustle and bustle of their jobs to do research and writing on a subject of their choice related to feminist jurisprudence.

Naturally, I was very interested in the offer, as I had not had time to reflect and write for sometime, especially in the field of women and law. But then, I thought, where does one find the time? Well, with a little help from Dr Ndulo's gentle but firm reminders, I eventually found a five week window in April this year, and I am writing this from the peace and quiet of the tower at Cornell Law School, Ithaca, in Upstate New York. From here, I am soothed by the sounds of a gorge below, and treated to a wonderful view of the expansive Cayuga Lake.

We all need time out from our daily routine at work and home to rest, reflect, and re-energise ourselves. Women especially often find it difficult to do this, as they have to juggle so many roles, and tend to think about themselves and their well being last. Well, I may have hesitated at first, but in the end, I took the plunge, and believe me, it is worth every minute. And the time does fly.

Back to reality, it is always a pleasure to draw on the record and resources of GL, brag about the great work we do, and most importantly, be able, at the touch of a button, to present the evidence for all to see on the GL website. As we look back with pride at our achievements during the past year, we go into another year fully cognisant of the momentous challenges the world economy faces, and its implications for our work. We are deeply appreciative for the support of our partners and donors, and know that there are many equally important causes that deserve their support.

On our part, we remain resolute in our vision to transform Southern Africa into a place where women and men are able to realise their full potential and participate equally in all aspects of public and private life.

The tireless work of our Executive Director and her team, and especially the final push to get the SADC Gender Protocol adopted in August 2008, received recognition with the nomination of the ED by her peers to be featured in a book by the SADC Secretariat and UN Economic Commission for Africa (UNECA) on the unsung heroes of the gender movement. UNECA subsequently wrote to say it intended to feature not just the ED but the whole organisation, in appreciation of the team work that is producing these results.

GL receives regional recognition

"The UNECA - Southern Africa office (UNECA-SA) and SADC Gender Unit are jointly embarking on an initiative to produce a publication, an easy read with pictures and short narrations of efforts by men and women in Southern Africa who have worked tirelessly to promote gender equality and women's empowerment. This publication is intended to profile the people behind the hard work going on in the region.



As a follow up to my earlier mail, we would like to profile Gender Links in addition to profiling you as a person in our publication. Gender Links is a key organisation in Southern Africa championing the cause of gender equality and empowerment of women. in Southern Africa. GL continues to take the gender agenda to high unexplored levels in Southern Africa. Your good efforts and collective energies resulted in the SADC Protocol on Gender and Development being adopted. This is the first protocol in SADC adopted after extensive debates and interaction between Member States and Civil Society Groups. Congratulations!"- Keiso Matashane-Marite; Economic Affairs Officer responsible for Gender, UNECA-SA

Looking ahead

At our Board meeting in March 2009, we tasked the ED and her team to come up with a paper for the next board meeting on where GL would like to see itself in the next ten years. Our landscape is constantly changing. Over the last year, Zimbabwe all but plunged to its lowest ebb; now there is fresh hope on the horizon.

There has been a change of leadership in South Africa that poses interesting challenges to work on gender. While the number of women in politics continues to increase, there is little difference in the plight of ordinary women.

With every step forward there is the possibility of a step backward. We need to ensure that however turbulent the seas, we keep our rudder pointing in the right direction. We need to ensure that we sustain ourselves, humanly, financially and organisationally so that we can sustain our cause.

In 2010/2011, as we did in 2005/2006, we will work with our donors to commission an external evaluation that will again assist us in repositioning our work so that we can remain relevant and achieve the changes that we seek.

May I take this opportunity to thank all those who have stood with us – our partners, donors and beneficiaries of our programmes. The challenges ahead of us are larger than any one individual or organisation. Together, we can and will make a difference.

A blue ink handwritten signature of Dr Muna Ndulo.

Dr Muna Ndulo
Chairperson



Dr Ndulo with Board member Dr Pinkie Mekgwe during a GL seminar.

RETURNING TO THE BOARD – A SURPRISE!

by Ruth Ansah Ayisi



I began to feel guilty that I was not pulling my weight on the Board of Gender Links. I had missed the last board meeting due to a work assignment in Tajikistan. And I would miss the next because I planned to return to the UK to be with my terminally ill mother. So I resigned from the Board reluctantly at the end of 2007.

It was a difficult decision. I had been a member of the board since Gender Link's inception when the total staff consisted of the Executive Director and her assistant who were operating out of the former's garage.

But I made it. I returned to the UK in December 2007. However, I soon missed both my life in Mozambique, where I had been based as an international consultant for most of the past 21 years, and I missed my work in Africa and Gender Links.

So when I was invited back on the board almost a year later, I did not think twice. It was a connection with Africa that I treasure, and a chance again to be involved with the media in southern Africa especially on gender and HIV AIDS issues – the areas in which I had chose to specialise.

I attended my first annual board meeting in Misty Hills, in Johannesburg, in March 2009 eager to witness how Gender Links is flourishing. I had already had a taste of its success through earlier conference calls and the regular updates from the Executive Director and fellow board members.

However, I was taken by surprise; not by the numbers of staff – I already knew that the staff mushroomed to 26 – but by what and how the staff talked about Gender Links.

The first evening, when the staff and board joined together, there was an “ice breaker” during which each of us had to count our “blessings”. What struck me was how the majority of the staff mentioned that they felt blessed working for an organisation which had they had a passion for. It was not just a job – which they admitted was a blessing especially in this time of global recession – but it was a job that had a real meaning for them.

During the next day, I became even more convinced of genuine staff commitment. They gave presentations of their projects with an energy and enthusiasm that even the best actors would find difficult to fake. The concrete achievements of Gender Links further backed up their claims. And the group work gave insight to how the colleagues worked together with constructive criticism and active listening.

In the past, I remember being concerned that the Executive Director and some of the staff were missing out on a balanced work/home life. So I was especially encouraged to hear about the new Gender Link's “Wellness Programme”. The staff had already enjoyed an outing to the zoo, and they discussed new ideas of how to centre wellbeing in organisational culture. Again, I believe this will be a genuine effort.

As a Board member, I have seen how the Executive Director, fellow board members and staff have shown support for each other particularly in times of sickness, and loss. Not surprisingly, the first bouquet of flowers to be delivered at my door step when I lost my mother was from the staff and board of Gender Links. The culture of caring and sharing is one that we must nurture as we go forward.



Who is who in the zoo? Judith Mtsewu and Bridget Marango during the staff outing to Johannesburg zoo.

EXECUTIVE DIRECTOR'S REPORT



2008/2009 has been a year of exceptional growth for GL, in human, financial and physical terms. We used to be described as a "small NGO with large footprints." We are no longer a small NGO and in our institutional video, launched at the Board meeting in March, we are described as having taken "giant footsteps". We now have offices in three locations:

Johannesburg, Mauritius and Botswana. We have 26 staff. We work (actively) in 15 countries.

During the four monthly staff planning retreat in December, we conducted an in-house SWOT analysis. I will structure my report around the observations made, as these provide a useful way of reviewing the year.

Brand

In essence, we perceive our greatest asset to be our name and reputation; these are not to be taken lightly as name and reputation can easily be destroyed and take years to build.

Positioning, POA and partnerships

While we face some external threats, notably the changing political environment in South Africa; tenuous peace in Zimbabwe; fragile states in Madagascar and DRC, our programmes are perceived as strategic, well chosen; innovative and relevant. The partnership assessment included in this report shows that GL continues to be an extraordinarily networked organisation, with 69 active partners and many organised networking arrangements such as the Media Action Plan on HIV and AIDS and Gender; the SADC Protocol Alliance; Gender and Media Southern Africa (GEMSA) Network and the Gender and Media Diversity Centre (GMDC).

Managing partnerships always poses challenges but the analysis suggests we have become more adept at choosing partners (for example in the justice programme) and diversifying partners (for example the several new partners in local government) that give us hands, feet and visibility on the ground.

Human resources

At an individual and institutional level, our greatest challenge continues to be finding balance in our lives.

Several actions have been taken. GL spent R59 000 this year on staff wellness and welfare. GL has staff evaluations and planning retreats three times a year; these have built-in team building and wellness components.

The wellness programme, led by Assistant Director Loveness Jambaya-Nyakujarah has included a number of fun as well as self management sessions (for example personal financial management). The team building assessment included in this report reflects a fairly healthy team; for the first time there is no one who feels they are in a 'sweat shop" and a few are bordering on being in the "country club" quadrant (more maintained than tasked!)

Key facts

- The GL budget grew by 160% from R10 million to R26 million, largely as a result of the two funds that GL successfully bid for (GTF and MDG) funds against huge international competition.
- GL generated R3 million in own resources (consultancies, interest, VAT, trust fund, publications, conference facilities). The Board this year authorised the establishment of an Endowment Fund.
- Staff doubled from 13 to 26. They come from 10 countries; 20% are male; 73% black; 19% white and the remainder of mixed or Indian origin.
- GL established satellite offices in Mauritius and Botswana with five staff.
- The number of active partners increased from 40 to 69.
- The number of workshops and events more than doubled from 77 to 196. These took place in 13 countries.
- The number of participants nearly tripled from 2684 to 8095; 36% of these men; with the proportion even higher (40%) in the governance events, mainly at the local level. Some 256 media practitioners participated in GL training workshops.
- Website hits increased by 170% from 2 million to 5 million; an average of 461,369 hits per month.
- The GMDC knowledge centre is operational with over 600 books and more than 250 research items archived physically and virtually. GL has a photo library with nearly 3000 images and a contacts data base of over 4000 that are linked through a list serve.
- GL received 185 media queries and made 39 TV appearances. GL distributed over 100 articles through its Opinion and Commentary Service each of which was used at least three times.
- GL helped media partners to produce 132 gender aware HIV and AIDS policies; has helped develop six national strategies and 32 local action plans for gender and local government and worked with SADC countries in developing National Action Plans to end Gender Violence.
- GL produced eight books; over 30 fact sheets; three documentaries; an audio production for the Sixteen Days of Activism and three sets of conference newspapers at the Sixth African Development Forum, the 53rd Commission on the Status of Women (CSW), and the GEM Summit.



Loveness Jambaya-Nyakujarah with receptionist Nancy Padare during staff planning.

Staff turn-over, at 7%, points to a stabilising of staff. One staff member left before being confirmed after an interim assessment suggested that she might not pass her probation. We have had two staff who left coming back to join us; one after a relatively short space of time and reflection on the personal growth opportunity cost of leaving.

Where staff have left or are leaving this creates space for movement and growth; there are several examples of this. As part of institutional and staff strengthening, GL undertook a major job evaluation and grading exercise that resulted in substantial salary adjustments and a new system of notches linked to our performance management system. At a time when many were losing their jobs with the economic down turn at the beginning of this year, GL staff received salary increments of between 10% to 50%. After years of issuing one year contracts, and in a clear bid to retain and incentivise our staff, the Board authorised the issuing of three year contracts to staff in January 2009.



Learning on the job: HIV and AIDS and Gender manager Dumisani Gandhi.

Capacity continues to be cited as a concern. With a staff double what we had last year the capacity constraint is not so much numbers but individual capacity within certain posts. In at least three instances we have filled posts at more junior levels than we would have wanted to, largely because after resorting to head hunting we could not find the level of person wanted, or because at the last minute these people let us down. What this does is throw back the challenge to the management team to put even greater effort into growing our younger and less experienced staff.



In addition to the formal capacity building programme that has included driving and French classes, we include in the annual report this year excerpts from GL's "*Learning Journey*"; reflections by staff on what they have learned on the job. This shows that no amount of formal learning can replace learning by doing. The several testimonies to personal growth, in some cases quite meteoric rises from one level to another, show that GL is both a growing and learning organisation.

Management skills and capacity

Last year we highlighted the need for greater decentralisation and delegation of responsibilities. One of the most important developments in GL's institutional growth this year has been the opening of two satellite offices, in Botswana (headquarters of SADC) and Mauritius (GL headquarters for Francophone work),

and the crafting by the Board of guidelines for the opening of such operations in the future.

This is a clear recognition that the size of our work means that we can no longer manage it all from one central base. The principle has now been accepted that from time to time we will set up camp in the countries we work in.

Our organisational chart reflects the fact that we now have a distinct management team; that reporting lines have been rationalised, and that the direct management load on the ED has been considerably reduced. Monthly management meetings are held. Managers are responsible for planning, reporting, performance management and day to day management of the work of the media department, gender and governance unit. We now have a full time head of finance and administration.

“I am very impressed with GL’s integrity and professionalism.”

- Magnus Bjornsen, Norwegian Council on Africa

The principles of management are better understood, though we have identified the need for management training as a priority. There is still too great a tendency to default to the ED, especially when there are difficult issues to address. The need for managers to take frontline responsibility for their budgets is not yet fully appreciated. In particular we need a culture of learning from mistakes. The question of who pays when mistakes are made, especially when these concern money, needs to be canvassed and agreed.

Accountability

Indeed, at a time when several NGOs around us are closing, GL is fortunate to have a robust budget. This should not be taken lightly or be taken for granted. It is the result of years of painstaking credibility-building and fund raising that resulted in GL being the recipient of two funds for which there was stiff global competition: the DFID Governance and Transparency Fund, and the Dutch government MDG 3 Fund. These are substantial four and two year funding agreements that mean we start this financial year with a healthy bank balance and projections. This is a phenomenal achievement for an eight year old organisation.

It places a tremendous burden on all of us, and the management team in particular, to manage our resources judiciously. Our new funding arrangements give us room to plan our work better; offer longer term contracts and plan for the future. But they also place a heavy obligation on us to demonstrate results.

Bilateral donors are less interested in activities and outputs than they are in outcomes. The economic down turn means these funds are under close scrutiny from their tax payers. How does one demonstrate, for example, that the GBP 130 million set aside by the British government for governance and transparency projects run by civil society entities actually makes a difference? We need to help answer these questions not only as a matter of accountability to our funders but also to our clients and beneficiaries.

Planning, monitoring and evaluation

During the 2009 Board meeting, we started to ask the long term questions that will frame our 2010-2013 strategic plan. Monitoring and evaluation will occupy a far more central role in our planning and in the way we work. Those aspects of our programme work that have to do with baseline studies; indicators; documenting

progress; case studies; handbooks and lessons learned will occupy a far more prominent role. The GMDC, our knowledge and resource centre, becomes a vital component of our M and E because it is about moving from information to knowledge and from knowledge to wisdom.



"There is a high degree of professionalism among staff, and the people recruited are highly qualified to do the job. That has made the organisation outstanding in terms of deliverables. There is a clear governance structure which ensures that there is transparency and accountability. That on its own has made many people have confidence in the organisation; it is no surprise why GL has been able to forge ahead even in very challenging times."

What you feel we need to improve on?

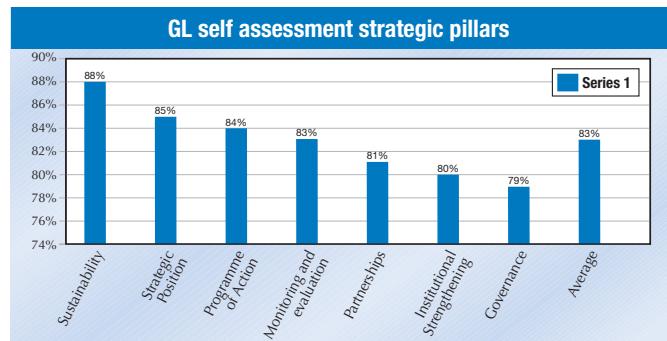
"I think there is need to balance the gender scales in the office. There is need to have more men joining GL. It's important for GL to walk the talk. I personally think, there is need to have GEMSA acquire their own premises, not to be housed at GL premises. Otherwise, I am proud and honoured to be associated with the winning team in GL. I hope that the organisation shall continue the good example and leave a legacy in the NGO Sector where bad governance and lack of accountability has been reported to be the order of the day in some countries."

- Bheki Maseko, MB Consulting, Swaziland.

Quantitative and qualitative data from our stakeholders and beneficiaries will be critical to demonstrating the single most important question we have to ask ourselves every day: are we making a difference? And if so, how can we demonstrate it and how can we communicate these results? Our media orientation gives us an edge. Our analysis and M and E tools need to become far more rigorous.

M and E starts at home

On a positive note, GL continues to score highly in the several institutional reviews that our donors put us through before we get funds (DFID, the MDG Fund, the UNIFEM Trust Fund on Violence Against Women and Diakonia, to name a few). We have now compiled all these institutional assessment tools into one composite tool with 100 questions that we used for self-evaluation at the 2009 Board meeting and that we will use as a self monitoring tool going forward (see Monitoring and Evaluation). In 2009, GL staff and Board members gave the organisation an overall score of 83% with sustainability (88%) scoring highest. Among the issues to watch are gender balance among staff and board; the need for comfortable working space; and aligning staff capacity with programme needs.



Structure of the report

The report is structured according to the six pillars of the GL Strategic Plan for 2007-2010. These are:

- Strategic positioning
- Partnerships
- Monitoring and Evaluation
- Programme of Action
- Institutional strengthening
- Sustainability

Reports have been prepared by responsible managers and staff. Each report, starting with my own, includes and excerpt from *"The Learning Journey"* on the personal insights we have gained as part of our work. This makes the 2009 annual report not just an accounting, but a self-reflection exercise. We ask all who read this report to join us in this incredible learning journey. *Asihambeni! Let's go!*



Colleen Lowe Morna
Executive Director, Gender Links.



What I have learned on the job

I founded Gender Links with several of its current Board members after a traumatic experience with an organisation that self-destructed, largely due to a lack of clarity about roles and responsibilities; combined with various other idiosyncrasies of a post-apartheid South Africa. In my self-reflection I realised that as chief-of-staff I had put too much emphasis on programmes (my passion and interest) and not enough on institutional processes and mechanisms - the pillars that ensure harmony and sustainability in an organisation.

This led to my emphasis on putting in place good institutional systems and practices at GL. Our policies and regulations are the ultimate testimony to learning-on-the-job because they were not cut and paste from anywhere. They have evolved with us; responding to our needs; adapting to our circumstances. Each year, we grow; we learn new things; and we build them back into policy.

My role model at GL when it comes to humility, service, loyalty, time management, a positive attitude and the embodiment of the fact that you are never too old to learn is our receptionist and house manager Nancy Padare, whom I have known for 25 years and who has grown constantly through being willing to "move with the cheese."

In my next life, which is not too far off, I feel I could be reincarnated as so many things: an accountant, debt collector, lawyer, travel agent, event manager, driver, architect, builder, web designer, researcher, editor, journalist, trainer, photographer, facilitator, manager, producer, director- maybe even a politician! Thanks GL for adding so many new dimensions to my life!

- Colleen Lowe Morna.

STRATEGIC POSITIONING

Time for “discourse of dissent”

By Mohau Pheko

In April 2009 South Africa had its fourth democratic elections. It was a significant political moment: new political parties, new realities, new presidents, new social issues or perhaps old? As ominous as the current environment may seem, the time is pregnant with opportunity for a renewed understanding of women's rights.

The utterances by ANC Youth League president Julius Malema that the woman who accused President Jacob Zuma of rape “had a nice time” should make us ask what we mean by women's rights and prompt us take a stand in defending our dreams.

The fact that Zuma is now president should take us out of our gender comfort zone and make us find new methods, theories and words to describe our experiences; to encourage and call us to a discourse of dissent; a discourse of dissonance; a discourse that frames and turns our words into actions that matter.

The dominant human rights discourse speaks to the idea of citizenship related to access to health, education, to work, refuge in times of war, the right to associate with whom we wish, to articulate our aspirations and to claim our place in every sphere of life.

As many women grapple with obstructions in accessing these basic rights we are forced to ask “what is citizenship” for women? For we who have been dispossessed of our land, removed from our ancient abodes, invaded in our bodies and displaced in social structures -what or where are we? Are we formless people caught in a twilight world of junior or quasi citizenship that can only be fully qualified depending on our marital status, financial standing or the ability to negotiate complex social power relations?

The context we are in shows that the state does not always act in the interests of women. This is evident when we look at statistics on gender based violence; women's unemployment; human trafficking, xenophobia, growing insecurities and poverty all on the rise. Indeed, based on these statistics we could well conclude that far from working in the interests of women, the state is in fact a perpetrator of violence against women.

It is a time in which our communities and collective memories are dying; a time in which many dreams are turning into never-ending nightmares; a time that is collapsing the many life visions into a single cosmology; a hegemony of thought and action that are inherently discriminatory; even violent.

The new forms of violence in which mothers turn their daughters into sex toys in order to put food on the table need to be documented and exposed in ways that enable us to take action. The new movements present new political moments to light up those parts of ourselves we have kept hidden in fear, in shame, and in ambiguity; to hear our voices come from deep within.

This political moment we are in is like the South wind inviting us to depart from the linear mode of thought. It is a chance to



Will women in power mean change?

dominant discourse tied as it is to a market economy, a monoculturalism and a materialistic ethic. This discourse should also not be caught in the cultural specific mode but rather one that proffers universalisms that have been born out of dialogue.

One of the things that propels me is the yearning to leave a legacy for my children that does not place them in the confinement of stereotypes; of being called tom boys; of being thought too loud; too quiet; too aggressive; too forward; too ambitious or too anything other than themselves as God created them to be. I wish for them a world that enables them to sing their songs loudly and unapologetically, a world where they can leave the handprints of their uniqueness.

The poet Audre Lorde implores and incites us to urgently challenge what is said and thought about us as women; to change the weapons of violence and exclusion; to challenge the competition between those perceived to be weaker and stronger or inferior and superior, civilised or uncivilised; to challenge male and patriarchal notions of power.

I would add to her call by saying that we have to interrupt the conversations that have pitted us against each other and crash into the meetings that have reached preposterous conclusions about us in our absence. We have to rewrite our stories into Herstory. We have to use this moment to reclaim ourselves.

(This article, which appeared in the GL Opinion and Commentary Service, served as a centre piece for GL's annual discussion on its strategic positioning. Unfortunately Mohau Pheko could not make it to the meeting due to a delayed flight.)

Yes we can achieve gender equality and gender justice!

By Patricia A. Made

The nay sayers are still out there. "Men and women cannot be the same. This is just the way things are and you cannot change the God-given order of who is more equal than the other," is part of their constant refrain.

But if anything should have burst this dream bubble of a world where inequality is just something we all have to live with and that transformative change is not possible, it would have been the election in November 2008 of Barack Obama as the first Black President of a country that continues to endure the legacy of hundreds of years of slavery and civil rights injustices that span decades.



There are many who have given up on the movement for gender equality and gender justice in Southern Africa. They believe that the odds of this happening are a million to one. Well, the odds that a Black man could achieve the feat of becoming President of the United States in our lifetime seemed to be one in a zillion! But it happened.

What did it take for a Black man with an unusual last name, no political pedigree, no real money to talk about, and from a political party that had lost more than half of all presidential elections since the 1950s to emerge victorious and turn the impossible into the possible? What will it take for gender equality and gender justice to become the reality of our lives?

Reflecting back on this momentous feat, it is clear that there are many lessons from the Obama campaign for organisations like GL that devote time, money, work and service to the belief that people can rise above the limitations they put on women and themselves through attitudes, beliefs, cultures and practices which become norms, and unfortunately, even law in some of our nations.

Looking for the lessons in Obama's movement to political victory and our movement building and work to create a region where women and men live with the same rights and entitlements as citizens and the freedom to exercise and claim these rights in the public and private may seem bodacious. But these times call for us to have the same combination of courage, hope and humility that brought a radical change to leadership in America from the people themselves.

The work of GL and others is firstly, spurred on by hope. Hope that in each one of us living in this region, there is a sense of justice and fairness, not just for ourselves, but for others; and, the hope that we each can reach deep and find the ability to love and treat others as we wish to be treated. This hope gives momentum to the building of a movement to end sexism.

Secondly, the GL team has stayed focused on the key areas of gender and the media, gender and governance, and gender justice. The inter-linkages between these three areas provide a holistic approach to the advocacy and lobbying for gender equality and women's human rights.

Thirdly, GL has "discipline of message". Some political pundits in the United States talked about the "ice-cold" discipline of the focus and message of the Obama campaign, which led to the victory of the 'people's movement' that grew during his campaign. GL has been consistent in its message and has taken this message to different constituencies – men and women in the media; women and men policymakers at the national, regional and local levels in the 14 countries of SADC; women and men in civil society organisations across the region; and to women and men working at community levels to make a different in people's lives - without being inconsistent.

And, GL in its own right, and by joining hands in strategic partnerships with various organisations across Southern Africa, has developed an effective machinery. One powerful example of that machinery was the formation of the SADC Protocol Alliance which within the span of five years brought about the 2008 SADC Protocol on Gender and Development.

When the going gets tough - and tough it will be, if the changes and ups and downs in political leadership throughout Southern Africa is anything to go by – remembering the mantra 'Yes We Can!', could definitely renew our hope in the values that the movement for gender equality and gender justice are based on. With a clear focus, consistent message, effective machinery and a just cause based on sound values, people can be motivated en masse to reach deep inside themselves and bring about a transformation.



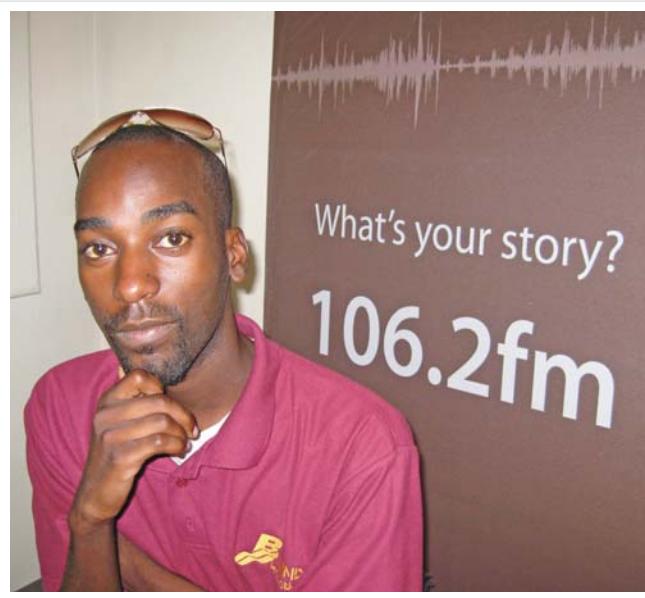
GENDER AND MEDIA REPORT

OVERVIEW

By Kubi Rama, Deputy Director

The GL media programme has had a productive year on many fronts. The programme has undertaken several major projects within this year. These included:

- The regional Glass Ceiling study which examined the representation of women and men in media houses in 14 Southern African countries.
- Finalising the Media Action Plan (MAP) HIV and AIDS and Gender policy roll out in 130 media houses.
- Extending the Business Unusual, Gender and the Economy training to two Francophone countries.
- Consolidating the progress made in the Gender and Media Diversity Centre (GMDC) including the launch of a book based on the Business Unusual training, with a foreword by the President of Liberia, Ellen Johnson Sirleaf.
- Gender, media and elections training in three Southern African countries.
- Rolling out media literacy programme to five countries including South Africa.
- The third Gender and Media Summit.



Base FM Namibia.



What I have learned on the job

Those of us who work at Gender Links are very familiar with the term 360 degree feedback. It is a tool designed to get feedback from people working at all levels about a colleague's performance, people in junior positions, at the same level and in senior positions. My learning at GL may be described in a very similar way. In my many years at GL and for a brief period at GEMSA I have learnt from so many colleagues and partners.

I have worked with amazing people within the institution. Like most "old" people I often think with nostalgia about the days gone by when we were this small little NGO with five staff. The people I worked with then taught me the value of loyalty and comradeship and the results we could achieve by supporting each other. Even while I am constantly overwhelmed by GL's phenomenal growth I think it is exciting and incredibly motivating. This has also resulted in the addition of some inspirational people.

Apart from the millions of things I have learnt there are three key things: see an opportunity, grab it and do it better than anyone else; have an idea and realise at the speed of light; and be a visionary, manage the now but focus on the future and take the time to put in place the building blocks for the future – *Kubi Rama*

The programme faced a few challenges as I was on maternity leave for three months, and the MAP manager on paternity leave for a month. Several of the programme deliverables got crowded into January and February 2009. Notwithstanding, the programme has delivered and utilised its budgets effectively within the last year.



A key lesson for the programme is to ensure that programmes are delivered consistently, within budget and timeously in the coming year. The report that follows highlights key projects that have been implemented in the last year and identifies key priorities for the next year. Major programmes for 2009-2010 include repeating the seminal Gender and Media Baseline Study conducted in 2003, along with the HIV and AIDS Gender Baseline Study of 2006, in one major monitoring exercise that will coincide with the Global Media Monitoring Project of 2009/2010. This will enable the region, and this programme in particular, to gauge what impact has been made as a result of the intense efforts to promote gender equality in and through the media over the last six years. As highlighted under advisory services, GL is honoured to have won the tender to write the global GMMP report.

Questions for the future

- How will the changing media regulatory environment and economic climate (becoming more restrictive) affect the media programme and how can we respond to these changes?
- How can the media literacy programme be strengthened through accreditation?
- How can GL, in the next phase that will focus on rolling out gender policies to newsrooms, offer media houses a "full gender mainstreaming package", that draws on all the research conducted to date and provides a simple tool kit with self-monitoring tools?
- How can GL capitalise on the IT revolution to provide more audio visual products and make use of social networking tools?
- To what extent has gender now been mainstreamed into media education? What is GL's niche in the future?

RESEARCH

Glass ceilings in the Southern African media

By Rochelle Davis Mhonde
Senior researcher

This report outlines activities undertaken by GL in extending the *Glass Ceiling* study on women and men in South African newsrooms to media houses across the Southern African region. The 2006 South Africa study, undertaken in partnership with the South African National Editors Forum (SANEF) revealed that men occupy most of the decision-making positions in media houses. The 2006 study focused on newsrooms and not entire media houses as is the case with this study.

Objectives

The study aims to probe the gendered dimensions of the institutional composition and practices of the media and the impact of these on the final output is being undertaken in 15 countries in the SADC region. Specific objectives include:

- To assess the overall proportion of women and men in media houses.
- To determine the occupational levels of women and men in media houses.
- To examine the conditions of employment (open ended contracts; fixed contracts; part time; freelance).
- Comparative information on what, on average, women and men earn in media houses.
- To explore the gender division of labour within the media houses (which areas women and men work in – editorial, design, technical, administrative etc).
- Through case studies and profiles to gather qualitative data on women and men in media houses who have made a difference and who do not believe gender is a priority.

Activities

- **Reference group meeting:** 15 researchers met for a reference group meeting in June 2008. They received training based on a briefing document. This meeting also identified the sample for the study. The briefing document and methodology were tested and finalized after the reference group meeting. Two questionnaires were designed: a quantitative and perception questionnaire.
- **Data gathering:** The study targeted 155 media houses and succeeded in getting responses from 125 of these representing more than half of the media houses in the region; or a total of over 20 000 employees. Each media house submitted one quantitative questionnaire and four perception questionnaires.
- **Case studies and profiles** were identified during the first phase of the data gathering process. The second phase of the study includes conducting interviews for the case studies and profiles as well doing the write ups.

Outputs

- Quantitative and qualitative data in the form of completed questionnaires from 13 countries.
- Case studies and profiles.
- Research report.



Outcomes

- More nuanced understanding of the positioning of women and men in Southern African media houses.
- Use the findings to advocate for the development of gender policies in media houses as a follow up to the Media Action Plan HIV and AIDS policies. GL aims to work with at least 100 media houses over the next two years in developing gender policies.
- One of the unplanned outcomes of this project is the extent to which it has influenced the global Glass Ceiling study being coordinated by the International Media Women's Federation. As a result of a partnership forged through the Gender and Media Diversity Centre, GL availed its methodology through the IWMF and will be credited in the global report that has aligned many of its questions to the Southern African methodology so that the regional research can be used in the global study. Similarly, Southern Africa will be able to benchmark itself against the global findings.

Next steps

- Complete writing up the case studies and profiles across the 14 countries.
- Data analysis.
- Report writing.
- Report launch at regional and country level from July to September 2009 and identification of media houses to work with in developing gender policies.

"We were amongst the first media houses in Mauritius to have developed a gender policy. Staff have participated in training by Gender Links and Media Watch Organisation-GEMSA. I was part of the delegation of MWO-GEMSA at the Gender and Media Summit in 2006. Gender equality means good governance, gender justice and inclusive democracy. It is of utmost importance for such a big enterprise as ours to give women their due. Women are well educated and have earned their place in society. Women bring a different angle and different perspective to news and programmes. As a public broadcaster we must be a role model." *Excerpts from an interview with Pamela Patten, Director of Radio at the Mauritius Broadcasting Corporation, featured in the forthcoming Glass Ceiling report.*



Media Action Plan on HIV and AIDS and Gender

By Dumisani Gandhi, MAP Manager



This report covers the progress made by Gender Links as the lead agency responsible for policy under the Media Action Plan (MAP) on HIV and AIDS between March 2008 and February 2009. GL leads the policy leg of MAP, which is coordinated by the Southern African Editor's Forum (SAEF).

Objectives

- To ensure that 80% media houses in the SADC region have HIV and AIDS and Gender policies and programmes by the end of 2008.
- To improve coverage of HIV and AIDS and Gender.
- To identify and recognise progressive newsroom leadership; the development and implementation of HIV and AIDS and gender policies which are making a difference in the work place and in the coverage of these issues by media houses.

Policy development and back stopping

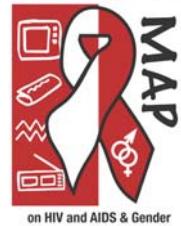
- In 2008, MAP entered the third and final year of the policy roll out. It was more urgent than ever to push to the limit in order to finalise the programme. Gender Links followed on recommendations from MAP

facilitators and its own observations and adopted a more aggressive strategy to accelerate the rate of implementation of the policy roll out process.

Activities

- Table 1 below summarises the cumulative progress made from March 2008 to February 2009. The table shows that out of the 204 targeted media houses, 148 which constitute 72.5% have draft policies. Out of the 148 that have drafted policies 131 (64%) of all the targeted media houses have gone through all the stages from buy-in to adoption of draft policies.
- There are currently 41 media houses that have started the policy process and are at various stages of working on their policies.
- There was phenomenal progress with media houses in French speaking countries particularly the Democratic Republic of the Congo (DRC) where all the 17 media houses targeted for MAP have completed the whole process from buy-in at Stage 1 to adoption at Stage 5. Madagascar has also made significant progress but faltered at the end. However, a few more media houses have proceeded to completion.

The Southern African Media Action Plan



on HIV and AIDS & Gender

MAP HIV and AIDS and Gender awards

On 10 August 2008, Gender Links, in collaboration with the Sol Plaatjie Institute (SPI) of Media Leadership and its MAP partners held the second and successful SPI-MAP HIV and AIDS and Gender Institutional Excellence Awards as part of the Gender

Table 1: Summary of country progress to 28 February 2009

COUNTRY	Media Houses	News rooms	Stage 1	Stage 2	Stage 3	Stage 4	Complete	News rooms
Botswana	1	1	-	-	-	-	1	1
DRC	17	17	-	-	-	-	17	17
Lesotho	13	14	-	-	-	-	13	13
Madagascar	17	17	-	-	2	2	9	9
Malawi	24	24	-	6	-	4	14	14
Mauritius	11	38	-	-	-	-	9	36
Mozambique	26	40	1	2	-	3	16	17
Namibia	13	19	2	1	-	1	5	11
Seychelles	7	7	2	-	-	2	-	-
South Africa	7	101	-	5	-	1	1	1
Swaziland	6	6	-	-	-	-	6	6
Tanzania	30	49	-	-	-	-	30	45
Zambia	20	25	1	2	1	3	11	11
Zimbabwe	12	13	-	-	-	-	-	-
TOTAL	204	371	6	16	3	16	132	180



All are welcome at Katutura Community Radio.

and Media Summit Awards. *The Voice* newspaper from Botswana won the HIV and AIDS award, with Katutura Community Radio from Namibia in second place. The Mauritian Broadcasting Corporation won the gender award.

Advocacy

On 1 December 2008, GL organised multiple launches of the HIV and AIDS and Gender policies that had been drafted and adopted at the time. Staff travelled to seven countries and worked with MAP facilitators to collect case studies that will form part of a lessons learned book on the MAP process.

Regulatory Authorities

Gender Links continued with its work to strengthen the work on newsroom policies by extending similar work to regulatory authorities. The activities undertaken in this period included:

- **Media Council of Tanzania:** The Programme Manager travelled to Tanzania and from 13-14 May and held a workshop with the Media Council of Tanzania (MCT) to help them develop a gender code of ethics. The MC Executive Secretary gave the keynote address and indicated the organisation's seriousness with the process of developing the gender code of ethics. The Board eventually adopted the code with a few amendments. The code of ethics can be found on the MCT website.
- **Press Council of Botswana and Tanzania Communications Regulatory Authority (TACRA):** In 2008/2009 GL worked with the Press Council of Botswana and TACRA to take forward draft codes of ethics. Changes in personnel have delayed the process.

In house audience research

GL conducted the last of its in house audience research studies in 2007 with two media houses; *The Voice* (Botswana) and *The Swazi Observer* (Swaziland). In August 2008, the Programme Manager travelled to Swaziland to meet with the CEO; Marketing Manager and the Editor of the paper to discuss the outcomes of the audience research and how they could tap in to the audience preferences in order to increase their market share in terms of revenues and readership.

Outputs

- 172 media houses had given buy-in to the MAP process by end of February 2009. This constitutes 84% of the targeted 204.
- 148 out of the targeted 204 media houses have draft policies.
- 132 media houses with 180 newsrooms have completed the policy process from buy in to adoption and launch of their policies.

- Media Council of Tanzania (MCT) gender code of ethics drafted and adopted.
- Second SPI-MAP HIV and AIDS and Gender Institutional Excellence Awards successfully held in August 2008.
- Launch of MAP policies on World AIDS Day in 10 SADC countries.
- Two successful policy training workshops with Malawi Broadcasting Corporation and Mauritius Broadcasting Corporation.

Outcomes

- MAP policy process in media houses made rapid progress in the period under review.
- All targeted regulatory authorities completed drafting their gender codes of ethics showing greater appreciation for gender as an ethics issue.
- Increased awareness of MAP through the media awards and the World AIDS day launch of MAP policies.

Next steps

- Build capacity of media houses to implement their policy and to encourage partners to follow up on the policy process to ensure the MAP process is sustained.
- Use the Glass Ceiling research to generate support for gender policies in newsrooms. These will provide the opportunity to follow up and strengthen the HIV and AIDS policies.



132 policies completed!



What I have learned on the job

The first task I faced when I joined Gender Links in April 2007 required knowledge of excel and financial management skills. I had to increase my proficiency in these areas with immediate effect. On the research front, my partial involvement with the *Glass Ceiling* research and subsequently, the Gender, HIV and AIDS Baseline Study in 2008 improved my research, report-writing and production skills. I have learned negotiation skills when meeting skeptical media managers and seeking their buy-in to the MAP process. I observed the ED and a policy specialist run the workshop with the Media Council of Tanzania and applied the same skills in further media work with regulators. I have learnt a lot about time management in a fast-paced and outputs based organisation like Gender Links. There are things that are never really taught in formal settings. They are a classic case of learning-by-doing. – *By Dumisani Gandhi*.

MEDIA TRAINING

Each year GL does a round of training with the media and media training institutions on a particular theme. In 2008/2009, GL translated training materials into French and extended the Business Unusual: Gender, Media and the Economy Training to the DRC and Madagascar. In anticipation of elections taking place in ten SADC countries over the 2008 to 2010 period, GL also started a round of training on Gender, Elections and the Media. The media literacy programme piloted in various forms last year also grew substantially.

Business Unusual Madagascar and DRC

By Loga Virahsawmy
GL Director Francophone and Mauritius Office

Following the success of *Business Unusual* training conducted by Gender Links in Anglophone countries, Gender Links decided to conduct training in Madagascar and DRC, the two Franco-phone countries that joined the SADC. The Mauritius GL Satellite Office conducted workshops in Madagascar in November 2008 and in DRC in January 2008. A total of 39 participants attended both workshops.

Both workshops had the support of the Nederlands Instituut voor Zuidelijk Afrika (NIZA) and were done with the collaboration of Federation pour la promotion feminine et enfantine (FPFE) – GEMSA and *L'Express* in Madagascar. In DRC the GL partnered with UCOFEM – GEMSA and *Observateur*.

Objectives

- To conduct training workshops on gender and economic reporting in Madagascar and DRC.
- To improve gender balance and sensitivity in economic and financial reporting.
- To build an ongoing relationship with the media practitioners trained through encouraging them to become members of local and regional gender and media networks.
- To gain understanding of how women's views and voices are represented and portrayed in economic, business and financial reporting.
- Suggest what measures can be taken to ensure more fair and balanced reporting.



Madagascar market.

Activities

- A five day training programme.
- Exposure to key topics and issues during the first two days.
- Local experts were invited and shared their experiences while exercises from the training manual were also used to further elaborate on the key concepts
- Participants did role play as well as debates on legalisation of sex work and other key issues.
- Field work on the third day where participants interviewed NGOs, Statistics Office, Ministries, UNDP, grassroots men and women, women in the formal and informal economy. People on the margin of society, e.g. sex workers were also interviewed. Participants looked for their stories and took relevant pictures for their articles.

- On the fourth day participants wrote their stories and at night facilitators went to media houses to mount the supplement.
- Review and production of supplement on the fifth day.
- Participants to write/produce at least two stories after the workshop.



All across Africa, time and time again, women have demonstrated creativity, resilience, and drive that rise above the constraints that face them, whether in business, politics, media, and even within the walls of their own homes. As the first woman president of an African country, a former Minister of Finance, with degrees in economics and public administration. I can assure any doubters that gender is no impediment to achievement, except those obstacles that society and culture have placed there. Born the granddaughter of a rural market woman, education opportunities set me along a path that included the presidency of the Liberian Bank for Development and Investment, a position as a senior loan officer of the World Bank, and vice-president of Citibank. All of these paved the path to leadership. Opportunities to achieve – education, access to finance, networks, freedom from cultural expectations – are what can lead women out of the cycle of poverty- From foreword to the GL book *Business Unusual: Gender and the Economy* by Liberian President Ellen Johnson Sirleaf. The book was launched on the eve of the SADC Heads of State Summit in August 2008.

Outputs

- Two supplements, produced during the workshop.
- Case study materials for the VRC.
- Video of training produced in DRC
- New partnerships with Francophone media practitioners.
- 15 trained participants in Madagascar. 24 trained participants in the DRC.

Outcomes

- Increased awareness on gender sensitivity in economic reporting.
- New partners for the Gender and Media Diversity Centre (GMDC).
- New contributors to the Francophone Opinion and Commentary Service.
- Strengthening GL partnerships in Francophone countries.
- Francophone media clippings.

Next steps

- Participants were tasked with projects to be conducted after the training. Certificates will be awarded to those who complete these tasks.
- French case studies for the GL Virtual Resource Centre (VRC).



What I have learned on the job

On n'arrete pas d'apprendre (we do not stop learning). The continued process of learning at GL cannot be acquired in any university in the world. Each new project yields new learning.

At GL, I have not only learnt on how to monitor the media and helped with the GMBS but also gained insight on how dozens of other projects can be derived from just the one main project. For example, BU sprung from the revelation in the GMBS that women constitute a mere 8% of sources in economic stories despite being the mainstay of African economies. Working in four countries, Mauritius, Seychelles, DRC and Madagascar poses professional and personal challenges but demonstrates how seeds scattered far and wide from one strong tree can yield fruitful forests across our region. - Loga Virahsawmy.

Gender, elections and media training

By Lowani Mtonga,
Training Coordinator

Five countries: Malawi, South Africa, Mozambique, Botswana and Namibia, are having general elections in 2009. Gender Links has organised a series of workshops in Gender, Media and Elections targeting media practitioners and women in politics. The overall goal of these workshops is to raise the awareness of the media to key gender issues in the upcoming elections as well as provide contacts, tools and resources for covering this dimension of the elections. Journalists have also been apprised on the status of women in decision-making positions in the SADC region.

Objectives

Women in politics

- To identify issues of concern by women in politics in their dealings with the media and vice versa.
- To build relationships between women in politics and media decision-makers and practitioners.
- To empower women politicians with practical skills for dealing with the media.

Media workshops

- To advance the gender awareness and skills of the media in view of the general elections in 2009 and to assist the media in thinking through gender dimensions of election coverage.
- To increase media coverage of gender equality and bring about 50-50 representation of women in leadership positions by 2015 in line with the recently signed SADC Gender protocol.
- To assist the media in understanding how gender equality is integral to citizenship, democracy and freedom of expression.

Activities

- Malawi: A workshop held for media practitioners; a workshop held for women in politics and the media; several newsrooms training sessions were held for both print and electronic media: *Nation Publications Limited (The Nation, Nation on Sunday, Weekend Nation)* *Blantyre Newspapers Limited (Daily Times, Malawi News and Sunday Times)*, *Power 101, Capital FM, Joy Radio, Malawi Institute of Journalism (MIJ), Television Malawi*.
- Botswana: A workshop for media practitioners; a workshop held in Botswana for women in politics and the media; newsrooms training sessions held at *Yarona FM, The Echo*,



Debating gender and elections in Botswana.

Radio Botswana and Information Services

- South Africa: A workshop held for community media in South Africa; newsrooms training held at the Independent Newspapers in Cape Town and Durban; with SANEF in Durban; with students at the University of Stellenbosch.
- GL linked the gender, elections and media workshops to the GMDC Great Debate on leadership and another on Polygamy and Progressive Leadership.



Outputs

- 211 journalists trained in Malawi, Botswana and South Africa.
- 50 women politicians trained in Malawi and Botswana.

Outcomes

- Media practitioners able to generate story ideas for elections.
- Media practitioners and women politicians understand each other.
- Politicians empowered with skills how to handle the media better.
- The debates yielded a gender aware leadership checklist that will be used in all future governance training.
- In South Africa, GL conducted extensive research and put out regular updates on gender and the elections which generated significant media coverage and debate, particularly after female opposition leader Helen Zille appointed an all male cabinet in the Western Cape. As a result, GL is putting together a manual for activists on how to target the media strategically with information during elections to increase coverage and debate.

Next steps

- Similar workshops will be held in Mozambique and Namibia ahead of their elections in late 2009.
- GL collaborate with GEMSA in conducting media monitoring focusing on gender coverage in these countries. The monitoring will be used to assess the effectiveness of training and to adapt approaches in the next round of training for countries holding elections in 2010.



What I have learned on the job

One of the most rewarding experiences that I have learnt on the job is team work and support from colleagues in the Media unit and other units like IT, Finance and Governance. The systems administrator attends promptly to my IT problems while the finance manager has assisted me in getting the right forms for cash reconciliations and requisitions. The MAP manager provided me with vital information on the list of media houses in Malawi as I prepared for gender, media and elections workshop in Malawi. The governance manager assisted me in preparing my workshop manual as I drew inspiration for the Lesotho local government manual. Having a helping hand from the ED and DD has made me to achieve more. For me, team work has definitely made the dream work - *Lowani Mtonga*.

Media literacy

By Sikhonzile Ndlovu
Media Literacy Coordinator

Until two years ago, almost all GL's media training focused on media practitioners. Since then, we have started to focus more on media consumers to empower them to demand better of their media. Over the last two years, GL has successfully piloted the media literacy course in South Africa as well as cascading it to four countries in the SADC region. The target groups for this course are any members of the public who are interested in being media literate and school children.



Media literacy graduation ceremony, December 2008.

Objectives

- To create a more active citizenry by encouraging a culture of critical media consumption.
- To shift the power from producers of media to the consumers.
- Cascade the GL media literacy project to the region.
- Extend the course to new target groups.
- Train gender and media literacy trainers.
- Contribute to the growing body of knowledge on gender and the media.
- Empower GEMSA networks to run their own projects.

Activities

SUMMARY OF MEDIA LITERACY COURSES 2008/2009			
COUNTRY	TARGET	PARTNER	NO. TRAINED
Botswana	General public	BOMWA-GEMSA	17
Mauritius	General public	MWO GEMSA	19
Namibia	High school students	Polytechnic of Namibia	19
South Africa	General public-Sixteen Days of Activism	SAGEM	23
Seychelles	General public	GEM Plus	18
TOTAL			96

Between 2008 and 2009, GL has successfully ran gender and media literacy courses in five SADC countries including South Africa. After successfully training 21 people during the March 2008 Training of Trainers workshop, GL went on to implement courses in Botswana, Mauritius, Namibia, South Africa and Seychelles. GL successfully ran ten 2 hour modules in

each country. GL has also continued with training of local government personnel in the Ekurhuleni Metro Municipality. The regional courses have been run in collaboration with GEMSA country chapters and training institutions using the GL manual, *Watching the Watchdogs*.



In 2009, GL plans to extend the course to seven new countries. In preparation, GL held a training and planning meeting for this in February. This brought together people from 11 counties, including representatives of seven training institutions in the SADC region.

Outputs

Some of the outputs from the regional projects as well as the South African course are listed below.

- 96 people trained in 5 countries.
- Digital photo stories; newsletters; pamphlets; magazines; opinion and commentary pieces; Posters.
- Trained media literacy trainers in 12 Southern African countries.

Outcomes

- Critical media consumers.
- Debate and dialogue around critical issues affecting citizens.
- Empowered citizens.
- Enhanced partnerships between training institutions and the Gender and Media Diversity Centre (GMDC).
- Empowered trainers and project coordinators who are able to implement the course in the region.

Next steps

- In 2009 GL will be rolling out the project in 7 new countries as well as conducting training in the four countries outside South Africa that participated in the regional pilot. The new countries to be included in this phase are DRC, Lesotho, Madagascar, Mozambique, Tanzania, Swaziland and Zambia
- GL will continue training new people under the general public course in Johannesburg. This is part of efforts to enhance citizen empowerment.
- As part of efforts to extend the course to new target groups in South Africa and other provinces, GL in collaboration with Stellenbosch University will conduct training with community media in Cape Town. There are also plans to include high school learners from Orange Farm in the course.



What I have learned on the job

My learning and growth at GL have come as a result of being thrown in the deep end as an intern who later joined the research department and now as coordinator of the media literacy project. I have had to learn to tap into the vast knowledge, opportunities and resources that GL offers. Before I joined GL there was never a serious need for me to work with web content; now I keep my patch of the website updated. The training sessions that GL organises from time to time have been empowering in every sense of the word. Financial management has also been another area of growth for me. And I will never forget the first words I heard when I joined: "Skhoe you should never average percentages; only source data". What a long way my research skills have come! - Sikhonzile Ndlovu.

GENDER AND MEDIA DIVERSITY CENTRE

By Seanna Chingamuka,
GMDC Programme Officer

The GMDC is a physical and virtual resource centre that aims to disseminate and create knowledge on gender, media and diversity. The centre collects information, connects people with relevant information and promotes collaborative projects between partners who consist of media development NGOs, knowledge and training institutions.



Objectives

- Promote more analytical, responsive and contextual journalism.
- Develop and share a body of knowledge on gender and diversity.
- Publicise the work of media scholars, students and practitioners.
- Provide resources that make the links between media theory and practice.
- Create a space for participatory discussion and debate on gender and media diversity.
- Develop north-south and institutional partnerships with strategic organisations.
- Become a centre of excellence on new approaches and fresh thinking.

“ It's been great working with such nice and personable people. I look forward to more mutually beneficial collaboration. **”**

- Eno Akpabio, University of Botswana Media Studies Department and member of the GMDC Advisory Group.

Activities

Governance

- Held three advisory group meetings.
- Followed up on partners and friends.

Physical resources

- In a bid to make the GMDC a one stop shop of information on gender and media, the centre has so far collected 634 books (excluding magazines, reports and training manuals).
- The centre continues to strengthen its links with other organisations by exchanging publications.
- The GMDC maintains an updated mailing list which comprises donors, academic institutions, the media, researchers and NGOs. Publications are regularly exchanged.
- The resource centre is fully operational and will operate as a reference library.

Seminars

- The GMDC convened Great Debates on gender and leadership in Botswana, Zambia and South Africa as part of gender, elections, media and local government training in which citizens expressed.



Is the personal political? GMDC debate in 2009.

Gender and Media Diversity Journal

- Five issues have been produced with the latest issue is based on the theme "Critical Citizens, Responsive Media". The journal

was officially launched by Professor Lizette Rabe (University of Stellenbosch) on the eve of the 5th GMDC Advisory Group meeting. A call has been sent out for the submission of articles for issue six of the journal which will be on gender, media and elections. The next journal will be on Gender and the World Soccer Cup 2010.



Internships

A structured six month internship programme has been put in place and includes GLs satellite offices in Botswana and Mauritius. It includes candidates from the region and abroad.

Electronic Resources

Website

The Gender Links, GMDC and GEMSA websites are being re-developed to operate off one content management system that will have an E GEM Social networking community. The GMDC will retain its url but also be advertised through GL to increase usage.

Research

In October 2008, the GMDC set up a wiki to collect the opinions, beliefs and insights of women on financing of media ownership for women. The position paper was circulated and uploaded on the GMDC and GL website. The GMDC has a research database which is searchable and comprises theses from academic institutions, research by academics and also articles from the Gender and Media Diversity Journal. Initially research was put in the same database as publications but as from October, the research database statistics stand independent of the publications database statistics. Nearly 300 relevant research pieces have been uploaded. The desk responded to 53 queries in 2008/2009.

Next steps

- Strengthening relations with academic institutions in Southern Africa and other NGOs.
- Strengthening North-South relations.
- Conduct an audit of gender in media education to strengthen relations with media training institutions.
- Hold a round table with and strengthen relations with librarians.
- Making the GMDC website more interactive.
- Strategise on media monitoring of the 2010 World Cup.
- Hold two advisory group meetings
- Train four interns for the year.
- Acquire over 50 books and subscribe to at least 10 journals.
- Plans are underway to promote the resource centre and also acquire equipment that will allow users to access information in all the formats available. Such equipment includes a photocopier, headphones and a television set.



What I have learned on the job

Having joined GL in December 2008, I am still learning many things. What I have learned during this short period is working under pressure to meet deadlines. Although stressful, I have come to appreciate the pace at which people do things in the work environment. I have learned that sharing tasks eases the load and no assignment is too small or too big for anyone. Despite our "titles", being called in to assist in activities outside one's job description teaches us humility. These are lessons that mould our conduct outside funded projects - Seanna Chingamuka.

WRITE ABOUT RIGHTS

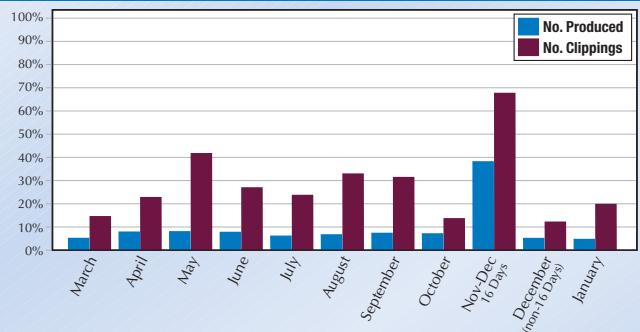
By Debbie Walter, English editor and
Marie Annick Savripene, French editor

The Gender Links Opinion and Commentary service and its related processes and products aims to provide an average of ten stories per month with "fresh views on every day news" to editors for publication around the region. The GL Service also aims to support and encourage writers to engage with gender issues and to "make every voice count" by nurturing a new cadre of writers, especially women, who may not otherwise have the confidence to approach the mainstream media.

Activities

The service consists of an editor based in Johannesburg who commissions stories and places these in the mainstream media,

Monthly statistics on production and usage



"I" Stories: Healing through the power of the pen!

The "I" Stories is an annual project of GL started in 2004 to document first hand accounts of women who have experienced abuse directly or indirectly. Following a series of workshops by GL and partner institutions to help survivors tell and write their own stories, these are edited and distributed to mainstream media through the GL Opinion and Commentary Service during the Sixteen Days of Activism campaign. Participants are actively involved in the launch of the book; take part in media interviews and in the various advocacy activities during the campaign such as panel discussions and the Take Back the Night march. GL also tracks those who participate to gain an understanding of the role of "speaking out" in the empowerment of women and their ability to reclaim their lives.



tracking usage; recruiting and mentoring new writers. During the year under review, the service experienced an important new development with the recruitment of an editor and translator based in our Mauritius satellite office to translate some articles, and work with writers in the DRC, Madagascar, Seychelles and Mauritius to originate stories in French.



In the new website content management system that GL is moving to, it will be possible to switch from English to French. In addition to this expansion into the Francophone region, the service has sought to improve its offerings qualitatively through themed offerings that are linked to important dates, processes and events.



Special series

Sixteen Days of Activism on Gender Violence: Monthly tracking of stories produced and published shows a close correlation between special series produced by the service, volume and usage; especially during the Sixteen Days of Activism in November and December when GL produces "I" Stories or first hand accounts of surviving gender violence.

Early in 2008 she approached Gender Links determined not only to participate in the project but adamant that she would write the foreword to the 2008 series which she did. She had regained her life, in particular her sense of self worth; as she put it: "From my experience, the therapy comes from the healing process made possible by writing and reading your own story. It allows the abused to break the silence".

In 2008 a young man who had joined the process as a counselor decided for the first time to write about his own experiences of abuse by his father as a child. He later wrote the following E Mail to GL: "I would like to inform you that the "I" Story that we wrote were very powerful. I took some books in Geneva for the high level meeting on Sexual and Gender Based Violence and the response was very good. Through my story I went to

different media and I'm now going back to speak in Geneva next month during International women's day. I can confirm that I story is a great tool that drew people's attention. Stay in touch I will keep you posted on any new developments."

This project continues to grow both in quality and outreach. In 2008,

77 people participated in the project in four countries, with four different country booklets focusing on different themes produced for the first time. Mauritius focused on women and men living with HIV and AIDS and those involved in care work; Namibia on young girls' experiences of gender based violence; South Africa on women from marginalised communities; and Swaziland on women's experiences of gender violence generally.

Maleshoane Motsiri, pictured above first participated in the "I" Stories in 2006. In 2007, she returned as a counselor of survivors of violence and wrote the foreword to the "I" Stories. In 2008, she contributed a powerful poem to the "I" Stories series. Sweetness Gwebu participated in the "I" Stories in 2007. At that time she did not want to disclose her name or have her picture published in a book or any form of media, so she used a pseudonym.



SADC Gender Protocol - The GL Service supported the SADC Gender Protocol campaign by raising awareness of the process and the issues addressed within the Protocol. Stories were produced before the August 2008 Heads of State meeting, and immediately following the signing of the document.

Business Unusual - In August 2008, GL also launched the book *Business Unusual, Gender and the Economy* sharing lessons learned and key insights from the Business Unusual training seminars (see Media Training). To further disseminate this information, a number of articles were produced based on excerpts from the book.

Xenophobia - Following the May eruption of xenophobic violence in South Africa, GL featured three articles around a gender perspective on the crisis. The service also produced several more articles following up the events, and around the issue of xenophobia, in order to contribute to keeping it in the news.

Financing for Gender Equality - As part of an initiative for GEMSA, supported by UNIFEM, the GL service commissioned and distributed four articles on financing for gender equality.

Conference newspapers

During the year under review, GL participated in two key activities to leverage the service: production of daily newspapers at the Economic Commission for Africa (ECA) Sixth African Development Forum in November 2008 which focused on gender violence and women's empowerment as well as the 53rd Commission on the Status of Women meeting on equal sharing of responsibilities between women and men. GL also worked with BU participants in producing a daily on-line newspaper during the GEM Summit.

Outputs

Tracking and usage

The table shows the number of articles produced since 2005/2006 compared to average usage (i.e. the number of clippings received divided by the number of stories). In 2008/2009 GL produced a total of 114 articles, used an average of 3.5 times each. The figures are slightly lower than the previous year (128 articles used an average of 4.1 times each) as we focused on establishing the Francophone service. We expect considerable pick up in the coming year.

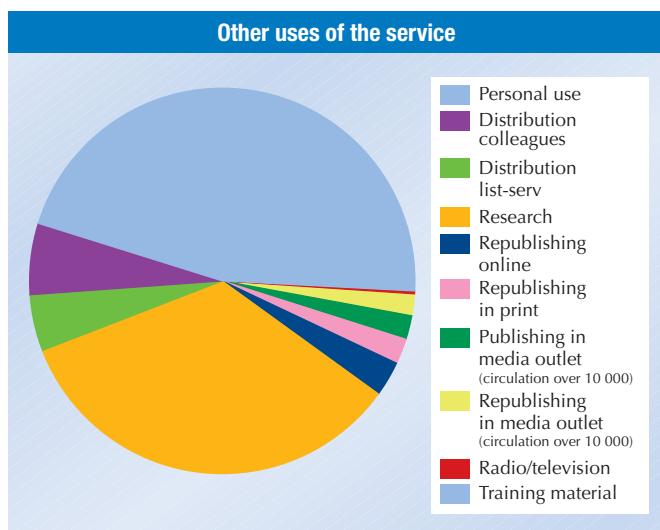
Production and usage of commentary service

	2008/2009	2007/2008	2006/2007	2005/2006
Stories Produced	114	128	103	126
Average Use	3.5	4.1	3.0	2.6

Tracking usage is a challenge in the age of the Internet as we cannot always be sure of how every story is used. The primary source of tracking data is through direct contact with editors, the feedback they provide on usage, and copies of articles kept by marketing representatives in the various countries.

The online tracking system in place since January 2007 has significantly contributed to knowledge of how the articles are used. This system tracks the users i.e. who is reading the article, what country they are from, organisation, occupation, etc, as well as how are they using the articles, - for personal interest, research, redistribution, republication, etc.

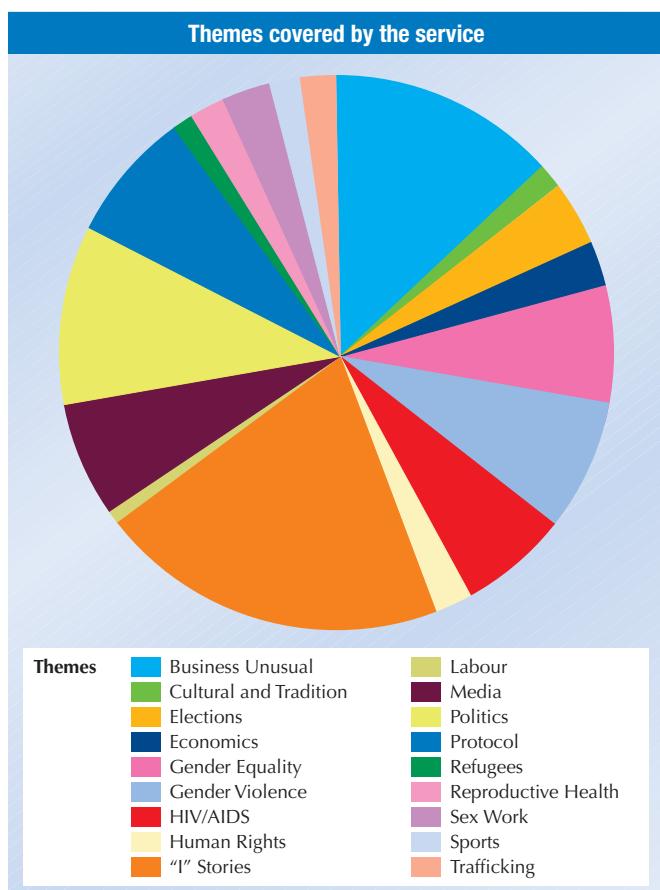
Each article is used, on average, about five or six times over for these kinds of ways, increasing reach and impact.



The key challenge in the online tracking system is users' resistance to registration. This has resulted in significantly less views of the articles. It is hoped that the new website now being developed will simplify this system, and by incorporating a site-wide registration process, encourage people to register.

Themes

Though gender violence continued to be a high priority topic, the GL Service continues to focus on ensuring diversity of themes. This included creating new categories for Business, Unusual, elections and the Gender Protocol. The diversity of articles is very important for maintaining interest in the Service.



Sisterly support through the Internet

During the 16 Days of Activism, the Media 24 website again created a special section that highlighted the GL "I" Stories. The website has a function that allows readers to comment on what they read. In response to Gugu Mofokeng - *Losing everything and finding myself* - readers posted the following comments:

- Wow, u should be applauded. To endure what you went through and come out on top. God bless. **Farzanah** on 28 Nov at 10:22
- This is the craziest man on earth. Thank God he didn't kill you. Am very proud of you for having the courage to leave him. **mlkob** on 28 Nov at 12:56
- I'm close to tears over all you had to go through... you are a true survivor and you make all women want to be just like you. I'm proud of you and I salute you for surviving and coming out a star. **Loabetsoe Bokaba** on 28 Nov at 13:25
- Respect, you just got me a lump in my throat. Yes, you are right God is there for us when we need him. Good luck and God bless. **Shirley** on 28 Nov at 19:17
- Your story really touched my heart. I know you will have a wonderful ministry to abused woman and will be a wonderful witness for Jesus Christ. Go strong and will be praying for you. **cheryl** on 29 Nov at 08:04
- I am so proud of you as a woman. Thanks for sharing your story, I have suffered an abusive relationship and it has the most profound effect on an individual and their future. An outsider watching does not understand the humiliation that one suffers and the worthlessness one carries inside for so long. It affects the prospect of future relationships and the hope of respect from a relationship. I wish you joy happiness and mostly love on your journey! **Anon** on 30 Nov at 07:15
- This sounds like a clip out of a horror movie but unfortunately its not. All I can say is that that man is possessed by the devil and only God can save him. I don't know how you did it but all I can say is that God was on your side and he helped you to get out of this and got you through. Hope you go from strength to strength and may you receive complete healing. **lemon** on 01 Dec at 08:13

Country focus of stories

Of the 114 stories, 36 came from South Africa (which accounts for half the population on the region); 16 were regional; 14 from Zimbabwe and 9 from Malawi. We continue to work on diversifying the origin of stories.

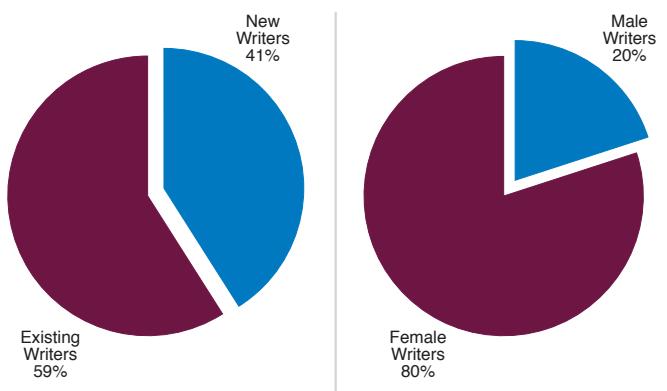
Outcomes

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 promote discussion on gender issues.

Promoting diversity

The GL service is committed to creating ongoing relationship with writers, and in giving new writers opportunities to participate. The graphs show that during the year under review new writers constituted 41% of the total. While the service has a strong focus on encouraging and supporting women to make their voice heard, we also welcome male voices on gender issues, and are pleased to report that men constituted 20% of the contributors in the year under review.



Capacity building

In February, the Francophone director and new editor held a capacity building workshop for ten journalists from the DRC, Mauritius and Madagascar who have now become regular contributors to the service. The Opinion and Commentary Service is one of GL's best examples of an ongoing coaching and mentoring programme. Writers receive regular feedback. They are also linked to a multitude of GL programmes that enhance networking and capacity building.



Loga Virahsawmy and Marie-Annick Savripene are championing the Francophone service.

Growing together

By Colleen Lowe Morna and Mukayi Makaya

The GL Opinion and Commentary Service has given rise to a special partnership with Lets Grow, a community based organisation in Orange Farm founded by Rose Thamae, a survivor of a gang rape who contracted HIV nineteen years ago.

In 2007, Thamae participated in the "I Story" project together with her daughter and grand daughter - three generations of women who have taken up the fight against HIV and AIDS. The *Sunday Times* serialised the three stories in its column "Everyone Knows Someone." Since then, Lets Grow has been catapulted onto the national and international stage (Mum Rose, as she is fondly known, has over 500 references on google). GL, Lets Grow and GEMSA have formed the Amalungelo Trust to take advantage of social investment opportunities in South Africa that help to raise resources for the three organisations.

In February 2009, Lets Grow, GEMSA and GL worked together to take a strong team to the 53rd session of the Commission on the Status of Women that focused this year on shared responsibilities between women and men, with a special focus on care work in the context of HIV and AIDS. The story of Lets Grow features prominently in a DVD produced by GEMSA called "Making care work count."

GEMSA and Lets Grow joined the March 2008 GL Board meeting as special guests and helped us work on our strategy and year plan. Mum Rose subsequently thanked the GL Board for several ideas gained that have been used to strengthen "Lets Grow" institutionally. She noted that she had shared the *GL Learning Journey* with her staff and is getting the care givers to document what they have learned on the job.

In May, through funds raised by the Amalungelo Trust, GL assisted Lets Grow in obtaining a prefabricated "house in a can" to serve as offices. GEMSA and Lets Grow are working closely together on taking the care work campaign into full gear since the adoption of the SADC Protocol on Gender and Development which makes provision for the recognition of care work.

GL is working with Lets Grow to secure IT facilities for the new offices so that they can be used as a hub for cyber dialogues during Sixteen Days of Activism campaigns.

Next steps

• **Cost recovery:** This continues to be a question for the Service. As the service grows in strength it becomes even more apparent that the service should be able to generate income. The *Mail and Guardian* is now paying for articles.

• **Audio resources:** As in the last year, we recorded some of the "I" Stories for radio and put these up on the website. The new content management system will allow for far more audio and visual material to be disseminated in this way. We look forward to creating a more multi media environment for the products of the service.



What I have learned on the job

Although I joined GL with a background in development communication and experience writing and editing in July 2005, I have grown significantly in the unique media genre of commentary/opinion, writing for print media, and networking in media markets. My editing skills have improved in both accuracy and speed over time. It would be difficult to capture all of the on-the-job learning I have gained from Gender Links: the ability to produce a conference newspaper in a short space of time; exposure to the process of lobbying and advocacy for legislation (as with the Gender Protocol); knowledge of organisational systems; layout and design - to name just a few. Sitting in the editors' seat, I have had the privilege of reading the unique gender perspectives of writers from around the region. My understanding of how gender perspectives can be applied to every issue and topic has changed the way I approach work, and also my understanding of the world in which I live - Debbie Walter.



Mum Rose speaking at the launch of the Let's Grow offices.

THE GENDER AND MEDIA SUMMIT

By Kubi Rama and Debbie Walter



The third Gender and Media (GEM) Summit took from the 11-12 August 2008 under the banner: *Critical citizens: Responsive Media*. Gender Links; the Media Institute of South Africa (MISA) and the Gender and Media Southern Africa (GEMSA) Network hosted the summit that brought together 156 (36% men) gender and media advocates from 15 Southern African countries and other countries including India, Kenya, Sweden and the USA. The summit featured the third Gender and Media Awards including the Media Action Plan (MAP) HIV and AIDS and Gender awards for progressive institutional practice on promoting diversity in the work place and media content.

With sessions in English, French and Portuguese, including editors, journalists, and representatives from non-governmental organisations speaking on everything from media literacy to policy to activism, the third Gender and Media Summit was in itself an example of the diversity of media in Southern Africa. The Summit highlighted how citizens are becoming more critical of, and engaged with, the media that reflects and shapes their world, and how media is being influenced because of these voices.

Emerging from the landmark Gender and Media Baseline Study (GMBS) of 2003, the first GEM Summit in 2004 identified strategies and challenges facing Southern Africa in "Making every voice count." Pointing out that a diverse media is not just ideal, but actually an important aspect of good media business, the second Summit in 2006, took stock of progress over the previous two years and shared practices in the region under the theme "Media Diversity and Sustainability: Good for business, good for democracy.

The focus on consumers follows this idea that media diversity is good for business. After all, consumers, through their purchasing choices, create media revenue. Yet this also places responsibility on the public. If we are tired of violence against women, how are we holding media accountable for perpetuating stereotypes that engender these attitudes? If we are tired of crime, how are we speaking out? If we want to see better quality educational programming for children, what are we doing to call on our broadcasters to provide this?

New features included the Gender and Media Diversity Centre (GMDC) launched in March 2008 and its work in building the capacity of ordinary citizens to engage critically with the media through media literacy projects across the Southern African region. Partners in the GMDC include knowledge institutions and media development NGOs from Southern Africa and around the world committed to more diverse and responsive media that promote an informed, critical citizenry.

Activities

The third GEM Summit:

- Took stock of progress made since the first and second Gender and Media
- Affirmed the progress that has been made through the holding of the third Gender and Media and HIV Awards that are expected to attract entries from across the region in the print, TV and radio categories. The GEM awards will include Sol Plaatjie Institution (SPI)/Media Action Plan (MAP) Awards on HIV and AIDS and Gender.
- Shared best practices in gender and the media in Southern Africa and globally.
- Provided an opportunity for the media, media trainers, gender activists, academic institutions, researchers and others to develop strategic partnerships.
- Provided strategic networking opportunities.
- Strengthened and ensured the proper governance of GEMSA through the holding of elections; reports by the executive committee, secretariat and country chapters, adoption of a Plan for the next two years and expanding of the membership base.
- Featured a gender and media awards banquet.

Outputs

- A show case of gender aware reporting in the region through the gender and media awards and shared as case material through GL's Virtual Resource Centre (VRC).
- A CDROM and journal documenting 56 best practices.
- A daily online conference newsletter.
- Nine parallel meetings that assisted in moving several projects forward.

Outcomes

Contributing to the body of knowledge on gender and media in the region and globally. In particular the summit provided an opportunity to concretise plans for the regional Glass Ceilings in Southern African Media Study to link to the global study being led by the International Media Women's Federation (IWMF) and for the next Gender, HIV and AIDS and Media Study linked to the Global Monitoring Project (GMM). The World Association of Christian Communicators (WACC) that coordinated the GMMP has contracted GL to write the global report.



WACC's Lavinia Mohr and Colleen Lowe Morna after the signing of the GMMP agreement.

Next steps

- Decide on dates, theme and format for the 2010 Summit.
- Working to make next year's Summit global.

GENDER JUSTICE PROGRAMME

Loveness Jambaya Nyakujarah
Gender Justice Programme Manager and Assistant Director

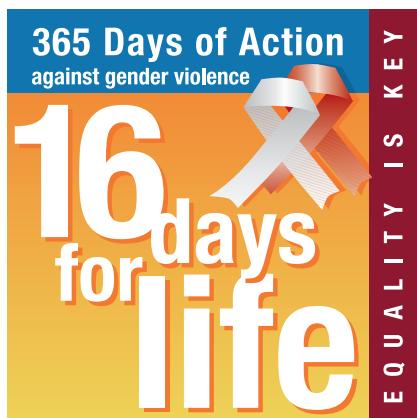
The gender justice programme continues to progress from breadth to depth; to give visibility to the programme; and to create strong linkages with the media and governance programme.

Activities

National action plans and communication strategies

Over the last three years there has been a move to escalate campaigns to more programmatic national action plans accompanied by strategic communications training workshops. This is in line with the UN Secretary General's call on all States in a report in 2006 to develop multi-sector action plans to end gender violence.

During the course of the year, four countries (Lesotho, Mozambique, Seychelles and Madagascar) developed national action plans to end gender based violence. Seychelles already had an action plan to combat domestic violence so Gender Links provided technical assistance in developing a communication strategy to popularise the plan. In Mozambique, where a draft strategy was already in place, GL convened a civil society workshop to comment on the draft plan which has since been adopted by cabinet.



devote energy to backstopping implementation of the national action plans with support from UNIFEM.

These are tracked by a monthly e-newsletter - the Gender Justice Barometer - that follows 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.

From national action plans to GBV indicators

The last year witnessed a logical progression of the programme from national action plans to developing a standard set of indicators to measure gender based violence. The rationale for the project is based on the need to provide SADC States a monitoring and evaluation mechanism to measure whether the national action plans are making a difference in reducing gender violence. Indicators are also required to measure if governments are making progress towards achieving the target in the SADC Protocol of reducing GBV by half by 2015.

With support from UNIFEM, GL worked with a reference group to develop a framework of indicators to measure gender violence. In the same period GL forged new, few but solid partnerships with like-minded organisations including the *Medical Research Council* (MRC) and the *Centre for the Study of Violence and Reconciliation*. The United Nations Economic Commission on Africa (ECA) and SADC Gender Unit have thrown their weight behind the project.



The project has been taken to the next level through additional support from FOKUS and DFID to conduct a pilot project to test the indicators in the Gauteng province of South Africa in 2009/2010, as well as in Botswana and Mauritius. The results will be published in 2010.

"I would advise GL to publish more on 365 days against gender based violence because right now people are aware of the 16 Day campaign against GBV. It is high time now to popularise the 365 day of campaign against GBV." - Gladness Munuo, GEMSA TANZANIA.

"I have enjoyed partnering with GL because the innovation, internationalism and commitment they bring to the work on gender-based violence in South Africa and in the continent. I particularly admire the capacity of their staff to work diligently and tirelessly in different high demanding projects." - Angelica Pino. Centre for the Study of Violence and Reconciliation.

Sixteen Days of Activism still high on the agenda

The Sixteen Days of Activism campaign continues to be a flagship for the gender justice programme, but now it is used for taking stock; reassessing strategies and heightening awareness.



Signing up for peace: South Africa's former Deputy Minister for Safety and Security Susan Shabangu.

Increased resources made it possible to train cyber dialogue facilitators from 12 countries and help partners secure venues, refreshments and meet other logistical costs. The impact of this can be seen in the quality of the outcomes of the cyber dialogues.

In addition to the cyber dialogues, "I" Stories, Take Back the Night campaign, Taking Stock round table, Sixteen Days series of the Opinion and Commentary Service, GL developed radio materials and a 365 Day calendar. "Tjoon'in", a participative production involving taxi drivers and the community following an incident at a taxi rank in which a young woman in a mini skirt got stripped and mocked, aimed at spreading messages to end taxi violence (or broadly gender violence sometimes experienced by women who use public transport). The 365 Day calendar drew on ideas from strategic communication workshops to identify key dates throughout the year-like International Women's Day; national days etc that can be used to sustain the campaign.



Outputs

- Draft National Action Plans to End Gender Based Violence for three countries – Lesotho, Madagascar and Mozambique
- Draft Communication Strategies for National Action Plans for five countries – Botswana, Mauritius, Namibia, Seychelles and Swaziland.
- Draft set of indicators to measure gender based violence in Southern Africa
- Draft methodology for house hold survey to test the indicators in Gauteng
- Fourteen editions of the Gender Justice Barometer e-newsletter were produced
- 51 articles comprising first hand accounts, expert, opinion and commentary pieces on gender violence published through the GL Opinion and Commentary Service.
- Publication of the four "I" Stories books: South Africa, Swaziland, Namibia and Mauritius
- Ten fact sheets based on different themes relating to gender violence produced – 1000 sets in print while the electronic versions were published on GL's website.
- 2000 anti-taxi violence CD entitled 'Tjoon'in' produced during two workshops and distributed through Ekurhuleni Metro and taxi associations.
- 1000 365 Day calendar produced and distributed, with the aim of stretching 16 Days of Activism to 365 Days of Action.
- Twelve thematic cyber dialogues in English, French and Nguni with 3300 people from the 14 Southern African countries and nine South Africa provinces participating. Four country specific "I" Stories booklets which are a series



"GL has not only blazed a trail in documenting gender and media work in Africa but has shown that IT can speak the gender language by creating space for gender justice through cyber space." - Rosemary Okello-Orlale, AWC

of first hand accounts of mainly women and girls who have been experienced gender based violence. These were for Mauritius, Namibia, South Africa and Swaziland.

- GL, GEMSA and Ekurhuleni Metro organised a Take Back the Night march in Vosloorous to reclaim public spaces they deemed unsafe basically making the point that everyone should be able to move anywhere any time of the day without fear of being attacked.

Outcomes

- Increased awareness on gender based violence by target groups.
- Multi-sector (integrated) approach within SADC countries for addressing gender based violence with set targets and timeframes.
- Framework for popularising national action plans to end gender based violence provided.
- Monitoring and evaluation mechanism for measuring progress in reducing levels of gender based violence.
- GL has signed an MOU with the ECA which is using GL background data to begin similar processes in the rest of Africa.
- Empowerment and capacity building of communities in the use of IT for gender justice.
- New alliances and networks and strengthened partnerships within the gender justice portfolio.

Next Steps

- *Monitoring implementation of National Action Plans:* With support from UNIFEM GL will focus on monitoring and backstopping SADC countries to ensure effective implementation of National Action Plans to End Gender Based Violence at national and regional level. Efforts will be made to ensure states mainstream GBV targets in the SADC Gender and Development Protocol are mainstreamed into the National Action Plans. A central theme in the implementation process is stretching 16 Days of Activism to 365 Days of Action.
- *Localising national action plans:* With support from the MDG3 Fund GL will embark of a concerted campaign linking its justice and governance programmes to localise national action plans to end GBV. These will culminate in an annual summit during the Sixteen Days of Activism to show case best practices for ending gender violence at the local level.
- *Pilot project to test draft indicators:* GL working with experts and stakeholders will conduct a pilot project to test indicators in Gauteng with possibility of extending the pilot to two other localities in Botswana and Mauritius. Fundraising will begin this year to take the project to all SADC countries in 2010 so that a baseline study will be conducted which can be repeated in 2015.
- *Developing score cards:* This year GL will work with partners to develop score cards that can be administered in each country during the Sixteen Days campaign to see if countries are making progress in implementing National Action Plans to End Gender Violence and if this is resulting in reducing levels and impact of gender based violence in communities.

Key questions for the future

- To what extent should GL still be involved in campaigns? Are the cyber dialogues serving their function?
- What should we be doing now to ensure that the indicators project is cascaded? What are the threats and opportunities?
- To what extent is GL successfully negotiating its space in this sector, which remains among the most contested by other NGOs? Have partnerships improved? Should GL be remaining in this space?

GENDER AND GOVERNANCE

By Susan Tolmay, Gender and Governance Manager

The gender and governance programme has grown out of various research and advocacy projects which promote equal representation and effective participation of women in decision-making.

In 2004, GL conducted the seminal study, *Ringing up the Changes: Gender in Southern African Politics*, examining the impact of women in politics in SADC. Two years later, GL extended the research to the participation of women in local government in four SADC countries (Lesotho, Mauritius, Namibia and South Africa) published in a book called *At the Coalface, Gender and Local Government*. The study concluded that unless gender is systematically mainstreamed into the work of local government, women would continue to lag behind in this key arena.

“Gender Links is undoubtedly a pioneer in gender mainstreaming and local government. The passion and dedication shown by its staff is beyond compare.”

Lungile Lusenga - Department of Provincial and Local Government, South Africa (comment made in her personal capacity).

With the addition of two new staff members, the gender and governance programme has continued its cutting edge work in the area of gender and local government. The programme takes place in four phases beginning with the research which informs the subsequent processes. The launch of the research is linked to a strategy workshop with key policy makers and representatives of district councils on mainstreaming gender in local government.

Following the strategy workshop representatives are brought

Getting with the action in Lesotho

By Mpho Mankimane, Programme Assistant

The local government gender action plan workshop roll out for Lesotho kick-started in August 2008. Out of the ten districts of Lesotho, nine action plan workshops have successfully been carried out in partnership with Women and Law in Southern Africa (WLSA) and the ministries of gender and local government. The participants included chairpersons, men and women councilors, council secretaries from District and Community councils and police officers in the Child and Gender Protection Unit.

Despite the fact that Lesotho has the highest proportion of women in local government (58%) within the Southern African region, little has been done to mainstream gender at the local level. The action plan workshops have facilitated:

- Acquisition of knowledge and skills on gender and governance;
- Development of gender action plans for local councils;
- A general appreciation of gender issues and commitment by local authorities to incorporate action plans in their overall service delivery plans;
- Instances where significant change in attitudes towards issues of gender by male participants were expressed and observed;
- Strategic action points to combat gender based violence were developed and included in the action plans;

together from the participating countries for a 4-day training of trainer workshop to develop locally adapted materials for assisting local councils in formulating gender action plans in each country. The final phase is to conduct training at the local council level, and assist councilors and officials to develop gender action plans for each council.



Activities

Following the successful launches and strategy workshops, as well as a training of trainers workshop in 2007, the thrust of the project shifted to building the capacity of local councilors in developing gender action plans for their local municipalities.

Action plans

In 2008, GL facilitated 32 gender action plan workshops in four countries (Lesotho, Mauritius, Namibia and South Africa) with a total of 1058 participants, more women (57%) than men (42%), participating. There was a high level of participation by local authorities with Lesotho having the highest level of participation of all councils in the country (98%) and South Africa the lowest (55%). However, it should be noted that South Africa has more than double the number of councils compared to the other countries with the result that South Africa, in fact, had the most participating local authorities. All of the workshops resulted in *tailor-made* gender action plans for each of the councils.

All of these workshops have been conducted in partnership with Ministries of Local Government and Gender as well as associations of local of local government who are crucial to the ownership and effective implementation of the training and the gender action plans in each country.

- Building relations and enhancing networks with local partners including WLSA, the Ministries of Gender and Local Government, Child and Gender Protection Units as well as local councils.

Responding to a questionnaire sent to partners, Deliwe Kambule of the Ministry of Gender, Lesotho noted: “It is true that Lesotho has successfully drawn many women into local government councilors, but the major challenge lies with maintaining the number in the next elections. Another challenge is how to get women re-elected so that we do not have to repeat training all over again after the 2010 elections.

We need to discuss the possibility of extending the current terms of councilors to 2012 so that local and national elections can be aligned.”

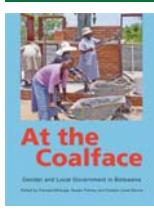


Deliwe Kambule

Research, launches and strategy workshops



GL extended the research to three new countries: Botswana, Swaziland and Zambia. Research is still under way in Madagascar. Ministers of Local Government launched the Zambia and Botswana reports in each of these countries in February 2009. Strategy workshops, attended by councilors and officials from councils as well as Ministries of Gender and Local Government and associations of local government, followed the launches. The launches included participation in the GMDC "Great Debate" on gender and leadership contributing to the Checklist for Gender Aware leadership that will now form part of the gender and local government M and E kit.



Training of trainers

GL organised the second training of trainers workshop for the new countries in collaboration with UNHABITAT. This brought together 34 participants from local councils, Ministries and Gender and Local Government and local authority associations from each of the countries (Botswana, Swaziland and Zambia). 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. Participants spent the final day 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.

Outputs

- 32 draft gender action plans in four countries which are relevant for each of the councils.
- Two completed research reports, *At the Coalface, Gender and Local Government in Zambia* and *At the Coalface, Gender and Local Government in Botswana* and a draft of the Swaziland report.
- Draft gender strategies for local government in two countries (Botswana and Zambia).
- Desktop research report, sample selection and raw data from Madagascar.
- Country specific training materials for developing gender action plans at the local level in Botswana, Swaziland and Zambia.
- 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 2009 and agree on roles and responsibilities.



Outcomes

- Increased knowledge and awareness on mainstreaming gender

at the local government level.

- Building gender analysis skills of local councilors and officials, and local government associations; Policy makers and councilors understand and are better able to champion gender mainstreaming at local level.
- Partnerships with local government associations and Ministries of Gender and Local Government established and nurtured.
- Sharing experiences and building new partnerships with international organisations which may prove beneficial in the implementation of future projects in the area of gender and local government.
- Vibrant debate on the role of gender balance at local level and the relevance and meaning of transformative leaderships.

Next steps

- Training and roll out of gender action plans in the three countries (Botswana, Swaziland and Zambia), working in partnership with local NGO partners, associations of local government and Ministries of Local Government and Gender.
- Research Phase III - completion of the fieldwork and report in Madagascar and embarking on research in three new countries.
- Backstopping in the first four countries where strategies and action plans have been developed (Lesotho, Mauritius, Namibia and South Africa) to ensure that some of the challenges that were raised around capacity and implementation are addressed.

Questions for the future

- What has been the impact of the gender action plans at the local government level? Has there been any impact or positive change in the lives of women in communities as a result of the gender action plans?
- Is there a difference in the representation and effective participation of women in decision-making in local government?
- Is there still a need of us to be focusing on representation of women in local government or are the priorities different?
- Should we be branching out and sharing the Southern African experience with other parts of Africa?



What I have learned on the job

It feels like a lifetime has passed since I joined GL in 2004 but it has been an interesting journey of learning and discovery. When I started as the office manager I never imagined that I would learn so much so quickly. I have also watched the organisation grow from a staff of five to 24. Having started in administration I have had the rare privilege of getting a small taste of all of the different areas on GL's work from media monitoring to gender justice, but finally I found my niche in the governance programme which has grown exponentially over the years.

Working with the ED and watching the lights go on as workshop participants begin to understand what gender means and why it is important in their life and work has been a great learning experience and taught me effective facilitation skills. Learning how to write, communicate and present information in more accessible and comprehensible ways has been another, sometimes difficult, learning curve, but after almost five years of writing, editing and rewriting I know that there has been great improvement in this area of my work. I feel truly privileged to have been a part of the constantly growing and developing team of hardworking and committed people that make GL the success that it is today. - Susan Tolmay.

ADVISORY SERVICES

GL has continued to pursue opportunities for leveraging its work through providing consultancy services where these add value to programme work and can contribute to sustainability. During the year under review, GL undertook the work summarised in the table and generated close to one million rand for the organisation; about three times the amount generated in the previous year.

Project	DESCRIPTION
SADC	Institutional gender mainstreaming project
NDI	Women in political parties
UNICEF GBV	Prevention strategies
City of Joburg	Institutional gender mainstreaming project
ECA	Daily newspaper ADF 6
Ekhuruleni Municipality	Gender, Communications and local government
Msunduzi Metropolitan	Institutional gender mainstreaming project
IDEA	Training for women from east and central Europe on women in decision-making.

In addition to research work and producing daily newspapers at UN conferences, GL spread its wings to East and Central Europe with the running of a training course for women's NGOs on women in politics and decision-making.

For the coming year, GL has been awarded the tender to write up the Global Media Monitoring Project (GMMP) report. GL has also entered into a contractual arrangement with the International Media Women's Federation (IWMF) on the global Glass Ceilings: Women and Men in media houses study. These are the first two contracts in the media sector. They demonstrate the potential for leveraging our work both financially and with regard to global impact and reach. The Board has earmarked advisory services as a key growth and sustainability area for GL going forward.

Here we describe the two main projects undertaken in 2007/2008: institutional gender mainstreaming in the City of Johannesburg and at the SADC Secretariat.



GL and IDEAS training workshop in Istanbul.

City of Johannesburg

By Judith Mtsewu, Governance Programme Officer

The City of Johannesburg (CoJ or City) is described by *Portfolio-Municipalities South Africa 2008* as "the most powerful commercial centre on the African continent; it is where the money and the deals are made. It teems with the biggest names in the financial, banking and corporate world and hosts the continent's largest and most powerful Stock Exchange, where turnover dwarfs that of the rest of the continent combined" (2008:232)

Five previously independent metropolitan areas were merged in 2000 to form the current Johannesburg "unicity". As the provincial capital of Gauteng, the most densely populated province of South Africa, Johannesburg has a population of close to nine million.

The significance of the Gender Mainstreaming Project (GMP) currently being undertaken by the City, led by Gender Links, is that it happens against a background of local government that is expected to play a more developmental role, a government that is struggling with backlogs of services, the economic crisis, continued gender inequalities, increasing income disparities and continuing high levels of GBV and HIV figures, both of which affect women more directly. Needless to say, the times are challenging but it is precisely this timing of this Project that makes it significant in that the CoJ decided to prioritise gender even though there were other areas that it could have prioritised as dictated by the environment.



Working on gender in the City.

What our clients say

"I have partnered with Gender Links over the years and know the GL team can stand and deliver. In addition, the level of commitment to make a difference towards the achievement of gender equality and women's empowerment is outstanding."
- *Rumbidzai Kandwasvika Nhundu, International IDEA.*

"I am impressed with the knowledge and the professionalism that has been shown by Gender Links thus far, every time we have a discussion on gender issues. I respect the vast knowledge that they have shown when dealing with issues and they are able to respond to any questions that are raised."
- *Justice Mkhado, City of Johannesburg, in his individual capacity.*

Some of the key strengths of the process are:

- It has the full backing and support of the key political heads.
- It is a three year long project which provides substantial amount of time for the City to use and benefit from the expert skills of GL to advance mainstreaming in the City.
- It is a multi-stakeholder process as it involves other stakeholders who are also driving different elements of the gender agenda such as the focus on men.
- The project is very clear on the intended outputs and these are linked to specific timeframes. This level of specificity charts a clear path for all stakeholders.

So far, GL has worked with the City to conduct a gender audit; produce a draft gender policy; train gender focal points; and set the scene for detailed departmental action plan workshops. The GM Project sets a precedent for other municipalities in South Africa to find concrete ways to make a visible difference to women's lives. One of the flagship projects we are working on is advancing women's empowerment through the upcoming Soccer 2010. This is an excellent example of hard core gender mainstreaming: using the SADC Protocol on Gender and Development to drive home the need for women to benefit from the large tenders and enormous economic opportunities.



What I learned on the job

I had the opportunity, while new at GL, to be thrust into a major Gender Mainstreaming Project working directly under the ED. In as much as she gave me support, she also let me make my own decisions. I had to form and cultivate good working relations with my counterpart in the City. I had to keep meticulous records of all the processes happening concurrently. This allowed me to grow in the role and to act in way that said "I owned the process".

When we started with the interviews, my director attended the first three with me, encouraging me to ask more questions with each and giving feedback after each interview. Later we met back at the office and discussed my schedule and the types of issues to bring up. This went a long way to cultivating my confidence. The ED attended a few other strategic meetings with me, but at this point although I still got anxious, I think we both knew I would be fine. On the few occasions I expressed fear, she managed to calm me down and offer a word of encouragement. Writing up the situation analysis proved to be painful process, but on completion, I was really proud that I had not let myself down, or the organisation. Through this mentorship role I have grown in confidence in what I can do, but also in my own and growing contribution to the organisational vision - *Judith Mtsewu*

SADC Gender Mainstreaming

By Pamela Mhlanga, Alliance and Botswana manager (outgoing)

Gender Links provided technical support to the SADC Secretariat between February and June 2008 aimed at strengthening the Secretariat's efforts (through the Gender Unit) to embed gender equality issues in its operations and structures, and also provide practical tools for the staff to utilise in order to sustain gender mainstreaming. This involved undertaking a situation analysis, sensitising various directorates on gender equality, developing a draft workplace gender policy, and a resource kit on gender mainstreaming in the Secretariat and at Member State level.



Pamela Mhlanga at work at the SADC Secretariat

Key activities included:

- A situation analysis of all aspects of the Secretariat, including policy and procedures, programmes and administrative procedures. This included extensive review of human resource policy, programme design and plans, face to face interviews with relevant staff, and administering a questionnaire on the state on gender mainstreaming in the institution.
- Five mini gender mainstreaming workshops were held in May - June 2008, to identify priorities in the Directorates of Food Agriculture and Natural Resources, Social and Human Development and Special Programmes, Infrastructure and Services, Trade Industry Finance and Investments, and the Human Resources and Administration Units.
- Production of a draft Workplace Gender Policy, which was validated by staff from the Directorates (also selected as focal points/liaison on gender issues) in a workshop held in May 2008.
- Production of a Gender Mainstreaming Resource Kit, reviewed and validated by representatives from the Directorates on 29-30 May 2008. The content of the resource kit focuses on key gender equality issues in SADC and tools of gender analysis in the main sectors of focus in the Secretariat. The resource kit is accompanied by facilitators' notes and a CD of key regional and international instruments and selected documents to reinforce information in the resource kit

The institutional mainstreaming exercise assisted GL in developing key relationships within the Secretariat that will strengthen work on the SADC Gender Protocol. At a personal level, this proved to be a real learning journey for me.



What I learned on the job

of working on women's rights issues I had not had the opportunity to undertake gender mainstreaming work with an organisation, let alone an intergovernmental regional organisation. When Gender Links won the

European Union tender to support gender mainstreaming work in the SADC Secretariat in the first half of 2008 I was deployed to lead the process in Gaborone. This required me to use my technical skills as well as diplomacy and the art of negotiation. I also had to read extensively and be disciplined, well prepared and communicate ideas in a clear and concise way. With periodic support from the ED and her guidance on areas where I needed backup, the results and feedback paved the way for a future relationship with the SADC Secretariat. I am certain that I can confidently undertake a complex gender mainstreaming process with any institution, without faltering and using good source materials from GL and other authoritative organisations/institutions. A good growth curve in my career!
- Pamela Mhlanga

PARTNERSHIPS

By Kubi Rama and Mukayi Makaya

Prior to the Board meeting, and in line with GL Policies and Regulations on the annual review of partnerships, the organisation distributed evaluation forms and partner perception forms to all its partners; 28 responded. GL also conducted its own internal analysis of partnerships. GL is aware that a more complete analysis needs to be conducted by an external evaluator, as part of the organisational evaluation that takes place every year. However, a periodic internally led evaluation of partnerships is important to help in strengthening critical ties, as well as streamlining partnerships where these are not working.

The table shows that GL staff identified 69 active partnerships compared to 45 last year. Of these, 32 are primarily media partners; 25 governance partners and 12 justice partners.

Programme	Partners
Media	32
Governance	25
Justice	12
Total	69
Location	No
Bilateral	
Botswana	4
DRC	2
Lesotho	4
Madagascar	1
Madagascar	1
Malawi	2
Mauritius	2
Mozambique	1
Namibia	3
South Africa	23
Swaziland	1
Tanzania	1
Zambia	3
<i>Sub total</i>	48
Regional	10
Africa- Kenya	1
International	10
Total	69

“ Since September 2007, Media Watch/Gemsa has joined Women In Networking (WIN) as a partner. The objectives and missions of Media Watch/Gemsa are close to those of WIN. The views shared by GL Francophone Director Loga Virahsawmy and her team with members of WIN in various meetings are valuable. In February 2009, WIN called upon Loga Virahsawmy to be one of the guests speakers for the launching of our platform Women in Politics. Loga shared with the audience valuable data. Her down to earth approach earned her a big round of applause. ”

- Marie-Noelle Elissac-Foy, member of WIN Core Team WOMEN IN NETWORKING (Mauritius)

Looked at from a different angle, 48 are bilateral partners in 13 SADC countries, with the largest number (slightly less than half in South Africa) which also accounts for half the region's population. Another ten are regional organisations headquartered in various countries in the region. One is east African and another ten are international. This demonstrates the spread and reach of GL's partnerships. Further analysis shows that of the 69 partners, 49 (71%) belong to one or other network that GL is actively involved in such as the Media Action Plan; GEMSA; or the Southern Africa Gender Protocol Alliance. This assists in better

management of partnerships. Below are some of the comments received in response to specific questions:

Why do you partner with GL?

- It is an institution best suited for Gender and Media issues in Southern Africa. *ZAMCOM*
- It is the best institution for allowing academic theory to be articulated into gender practice.
- GL is seen as a leader in dealing or implementing gender mainstreaming and capacity building on gender issues. *CoJ*
- GL is transparent in everything the organisation does.
- The organisation had a) a similar mandate as our own, in terms of research, lobby and advocacy and b) a high level of professionalism and integrity. All in all, we were on the lookout for partners who make the "mutuality" in partnership something more than just a nice word. *NCA*

What are the strengths of the partnership?

- There is a high level of expertise in gender and media in GL. *ZAMCOM*
- Excellent in training and resource mobilisation for implementation of programmes, as well as in documentation.
- The strengths of this partnership have been that there has been strong technical back up and financial support from GL, which made implementation possible, speedy and successful. Also, the link between District Councils and gender departments has been strengthened. *Ministry of Gender, Lesotho*
- Field work that touches grass-root level. A very good approach to Mauritian women in all walks of life. Action is consistent with strategy and result-oriented. *WIN Mauritius*
- Prompt delivery on commitments made by GL staff; quality reports; staff members were extremely knowledgeable on gender and local government issues; GL is ever willing to provide support and they provide support they do so with commitment and dedication. One never doubts that the outcome of the product will be superior when GL is involved in a project. *DPLG*
- I feel you have very effective techniques and methods of informing through your email service. *Government Information Services, Mauritius*



Strong partnerships deliver results.

What are the weaknesses of the partnership?

- Communication because I am a person who usually needs immediate response. *GEMSA Zambia*
- Shortness of time in my institution to implement GL projects.
- There is need to have GEMSA acquire their own premises, not to be housed at GL premises. Having the two organisations operate in one premises, to other people and stakeholders may be interpreted in a very bad way. There is need to maintain and protect the good reputation of Gender Links. Is not good at all to be drawn into unnecessary politics as some of them may be detrimental. *MB Communications*
- Contributors for GL Opinion and Commentary should be from all countries. Currently most of them came from South Africa. *GEMSAT*

How can partnerships be strengthened?

- Identification of synergies to avoid duplication and increase outcomes. *IPS*
- The more we strengthen the communications the better the project would move smoothly in the future.

- Transparency, communication and accountability. *GEMSA*
- We have learnt from GLs methods, and the transfer of knowledge has in many respects gone from South to North. More specifically, we have found GL's cyber dialogues to be a very useful tool as an arena for dialogue and have implemented a similar project here, with great success and extensive media coverage. *NCA*
- Have bi monthly meetings to share information. *Engender Health*
- There is a need to balance the gender scales in the office. There is a need to have more men joining GL. *MB Communications*

Key questions for the future

- What is the difference between a target group, beneficiary and a partner?
- Which partnerships should GL prioritise?
- Which should it drop?
- Why?
- How can M and E of partnerships be strengthened?



One pan that, for once, needs women!

Pinkie Mekgwe, GL Board member

I am fresh out of a week-long Julius Nyerere Pan-African Intellectual Festival of ideas, accolades, critique, debates, book page-turning, music, poetry, and pure joy - a revival of hope for an Africa characterized by one-ness.

Convened by the Mwalimu Nyerere Professor of Pan-African Studies, Professor Issa Shivji, it is an occasion graced by luminaries such as Nobel laureate Wole Soyinka who is the 2009 Distinguished Nyerere Lecturer; Kofi Anyidoho, that African literary stalwart whose footprints match those of any Nobel recipient; Olivier Frantz Fanon, son of the acclaimed philosopher-doctor and revolutionary, Frantz Fanon; our Pan-African knowledge production revolutionary of the current generation, Adebayo Olukoshi, once dubbed Africa's youngest professor upon receiving his full professorship at age 26.

Discussions take place, fittingly, in a place named for another Pan-African giant, Kwame Nkrumah hall, University of Dar es Salaam. The hall has been very impressively packed full with students, guests, and staff of the university. Many of the young men turn this into a students' justice platform, airing their grievances, and asking pertinent questions of their elders and leaders. It is one illuminating week, vibrant with ideas, and a sense of mutual respect even in difference.

As the messages from the first generation of African Nationalist, liberation seekers, and unifiers are reflected on, I am struck by a stark area of silence: women. Yes, Anna Tibaijuka, Executive Secretary of UN-Habitat is one of the panelists. But she is one of a handful. There is little floor participation from the few women and female students. More importantly, the Pan-African discourse throughout the week makes very scant mention of women and the contributions they made to this vision of one-ness.

As I beam with pride that our own Thenji Mtintso is mentioned

in Anna Tibaijuka's talk about women organizing for Pan-African change, it occurs to me that this 'Pan' really needs more women accounts, women's participation, women's visibility, for the part they have played in the past, and parts they continue to play, and will play if the Pan African ideal is to translate into a working, breathing spirit. We need a true revival of the Pan-African Women's Movement to enable women to organise better across all borders, on their own terms, and on terms that will move the agenda of a United States of Africa that works for all forth.

We need forums of the nature of the Julius Nyerere – Mam' Rose week that will be dedicated to the works and victories of the many talented women of Africa who accompanied their men in the fight for liberation; who worked single-handedly; who worked with other women; and who continue to work for change – for a better life across all of life's boundaries. We need to recognise their contributions, to learn from them, and ultimately, to produce a sound, enabling gender-inclusive and gender-sensitive knowledge base that will inform and shape the direction of an Africa of the future: sunny, successful, linked.

For, the links do matter. Infinitely. I am glad that Gender Links is forging ahead in the journey of razing down gender, justice, and geographical borders in the quest to create enabling links.

A gender-linked United States of Africa, anyone?



Thenjiwe Mtintso, GL Board member and founding chair.

INSTITUTIONAL STRENGTHENING

SATELLITE OFFICES

On 12 June 2008, as part of continuing efforts to ground its work, the GL Board authorised the establishment of satellite offices in Mauritius and Botswana. Over the last eight years GL has established a unique model of working, which is to have a small core team at the head office in Johannesburg, and a network of over 40 partners and 114 associates with whom we enter into agreements for the implementation of our work at country level. GL has been at the centre of several "joint venture" and "network" arrangements to help harmonise partner relations and ensure greater synergies. These include GEMSA; the Media Action Plan in HIV and AIDS and Gender; the GMDC and the Southern Africa Gender Protocol Alliance.

“GL is going into other countries in the region. It would be good to have GL in Zambia. That way it will bring closer home its' activity and ensure commitment and development in gender and media issues in the region. **”**

- Daniel Nkalamo, ZAMCOM

The original mode of working has many advantages:

- The overheads and costs of establishing a large regional bureaucracy and country offices are reduced.
- We build and enhance local capacity.
- We build and enhance local institutions and networks.
- We strengthen partnerships.

This way of working does, however, also have drawbacks:

- Where we have very large projects, such as the roll out of the local government gender action plans, it becomes quite problematic to rely on local partners for all the logistic arrangements. We are currently experiencing this problem in Namibia; in the end our programme officer has had to go to every workshop with the result that she is extremely stretched.
- In countries where we have several different projects going at the same time, coordination and harmonisation of these projects at country level is a challenge. This will be the more so as our programme work expands.
- By not having a presence, GL often loses out on branding its own work. Often GL tools and resources are used without GL being acknowledged.
- By only having a physical presence in South Africa, GL is often regarded as a "South African" organisation, even though the bulk of our budget is spent outside this country.
- While South Africa is, from a communications point of view, a good regional "hub" there are other kinds of regional functions that politically, linguistically etc are not necessarily best coordinated from here.
- GL at times leans too heavily on its partners for support and this can lead to tensions.

Why satellite offices

The rationale for satellite offices may be summarised as:

- To enhance the regional credentials of the organisation through having more than one operational base, where this is warranted

through the volume of programme work or other relevant considerations including regional work that is better coordinated outside South Africa (see criteria).

- To strengthen management of large projects and coordination of projects where there are several operating in a country at any given time.
- To give GL visibility in its own work as we build the capacity of partners and associates.
- To ensure that projects are followed through and sustained through effective local linkages and synergies.
- To use IT (which GL has championed) for exploring flexible arrangements that allow us to diversify our staff and office bases in improving both the efficiency and effectiveness of GL's work.
- To begin to explore modalities for cascading of GL work further afield in east and west Africa, as mooted by Dr Pinkie Mekgwe at the 2008 Board meeting.

Why Botswana and Mauritius as pilots

GL has a real chance of making an impact in small countries that are politically progressive; economically stable and socially conservative. In both countries GL has Board members; is well known to government and NGO structures; and has considerable programme work planned over the next few years. There is logic in creating institutional capacity in nodal points where the country has additional regional advantages: Botswana because it is the headquarters of SADC and Mauritius because of the Francophone link. Still the legal, financial and other requirements for setting up subsidiary offices of an NGO in neighboring SADC countries pose many challenges, as Loga Virahsawmy found.



Mauritius full of hope for GL.

Anyone in the gender justice business?

Pearls of wisdom from Mauritius

By Loga Virahsawmy

Pigs, poultry or peacocks? Butchery, boxes or baskets? Make your choice. "You have to choose a trade when you are registered as a Foreign Company. You cannot be registered and tell us that you do not have a trade," the Officer at the Registry of Companies told me during one of my several visits to open the GL office in Mauritius.

If I had a choice, I would have been torn between "P" for Pearl and "B" for Banner. But would this official understand that although Gender Links is not in the PEARL or the BANNER business, it is a PEARL in the region and is flying the gender BANNER very high?

Anyway when the officer saw that I was taken aback he gave me a list of over 1000 trades to choose from. I went through the list over and over and Gender Links did not fit in any category.

After a long discussion explaining that we are in the gender justice business, I asked for an urgent appointment with the Registrar of Companies who told me it was the first time that a foreign company- not- for- profit was opening shop in Mauritius. Then I understood that although we are not in the pig business we are in the guinea pig business!

After some arguments Gender Links was finally registered.

In October 2008 GL began establishing a satellite office in Botswana, which is now registered. Botswana is the seat of the SADC Secretariat, a potentially strong partner for GL in achieving its long term goals. Botswana is relatively stable economically and politically, and this context augurs well with the rolling

I thought this was the end of my animal farm experience. But I had to mutate from a pig to a horse to jump more hurdles. I was told that I needed a Registration Certificate from the Municipal Council as well.



I had to give a site plan, a plan of the house and a plan of Gender Links which fortunately they accepted. The officer even agreed that there was no need to put out a press release asking for my neighbours to make their voices heard if they had any objection. This really made me think of our slogan "all voices count".

The last two last hurdles at the Ministry of Social Security and the Mauritius Revenue Authority (MRA) were difficult but not insurmountable. The officer at Social Security grasped quickly that we are more of an NGO than a business. He not only registered us as "Social Services" but thanked me for the commendable work we are doing. I then had an appointment with the MRA office which noted down our main activities as sensitisation campaigns; awareness raising on gender justice, training and research in the areas of gender, media, governance and justice. What a long walk in the animal farm from the P's and B's to gender justice!

out of key activities. In March 2009, the founding office manager Pam Mhlanga, who left for personal reasons, handed over to Keabonye Ntsabane, a veteran gender activist who has sharpened her lobbying and advocacy skills in several GL workshops and assignments over the eight years.



me as a trainer of trainers on media monitoring in 2003 in preparation for the Gender and Media Baseline study (GMBS) and the 2005 Global Media Monitoring Project. Through these activities I discovered my strength and the qualities in lobbying, advocacy and monitoring.

Facilitating activities for GL and becoming very vocal on issues of women's empowerment have changed my life. I am a media hero in my country, featured both in print and television with highly respected gender activists.

I have contributed to the SADC Gender Barometer, e newsletters, made presentations at both the 2004 and 2008 summits on subjects such as women in politics and cartoons. I have coordinated the media literacy and alerts projects in my country. I have managed to bring other stakeholders from Botswana to participate in GL activities.

To work with GL you need to understand the organisation. GL demands that high quality work be delivered on the dot, on the spot. There is no room for compromise. I am happy and proud that I did all this good work and that GL has found it fit to appoint me as head of the Botswana office. This shows that my efforts have been acknowledged and affirmed.

I was included in the GL capacity building training. GL trained

PHYSICAL AND ELECTRONIC INFRASTRUCTURE

By Mwenda Yeta Mkhize, Systems Administrator

Rapid growth has necessitated many changes in our office space and IT arrangements. Since last year, several structural changes have been made to the office at 9 Derrick Avenue. GL has also purchased the adjoining property. GEMSA will move to the office next door to give it greater institutional space and identity and to create sufficient space for GL staff.

Since GL's inception, the organisation has used IT to sustain its competitive advantage in a rapidly changing world because important business decisions depend on having up-to-date, trustworthy information. At the same time, we often need to assess the internal and external risks involved in these decisions. This is not easy, which is why GL has a dynamic IT policy that is included in the GL Policies and Regulations. The policy guides employees towards a coherent, integrated environment for managing and delivering information in support of the organisational goals.

GL's IT systems have evolved over the years to ensure that the latest and most innovative technologies are harnessed to increase the organisation's effectiveness. The key to GL's strategy is that IT is not seen as an add on but as an integral part of the organisation's way of working. This has enabled the organisation to spread its wings across Southern Africa and to sustain and create partnerships.

Re-designing of the website

GL is now working in 15 different countries across three languages. The new GL website will be based on publishing solutions rather than website solutions. The designers, Prefix, recognise that GL publishes a lot of information and that it needs to be cross referenced and searchable in different ways.

The information will be in a particular structure designed by GL; however users will then have the option to go to other areas on the site. This is possible because each article is linked to others through search and link facilities. For example if you go to training



Take a girl child to work at GL.

and look at elections materials a little box will pop up that will show you associated commentaries, VRC case studies, clippings, research, etc. The website will also have an online sales system to facilitate electronic ordering and payment.

Virtual Private Network (VPN)

GL has set up a Virtual Private Network (VPN) that uses the Internet to connect sites or users who are not in the same geographical space to a common server. This means that the Mauritius and Botswana offices can access and save information to the GL server in South Africa as well as anyone travelling.



Universal SMTP

To further facilitate travel, GL's service provider, PCB, has set up a protocol to make it simple to send and receive messages from anywhere. After initial teething problems the SMTP is working effectively.

GL databases

Contact database: The online database comprises over 4000 contacts from around Southern Africa. Contacts include people who have been at workshops, meetings, training or who make a request to be put on the database. This is an online database system that allows users to view contacts of their choice.

Research and publications databases: The GMDC online resource centre includes databases of relevant works on gender, media and diversity from across the region and other parts of the world. The databases may be searched by name, country and theme.



What I have learned on the job

When GL offered me a job in 2005, I set up an informal meeting with Clayton Peters (Director of Youth Development Network), my director at that time to get guidance. He told me that if there is a workplace that he would encourage any young person to be, GL was that place because it had a visionary and hard working leader. I have lived to appreciate his advice.

Looking at my learning journey, I can personally testify that I have come a long way. GL is always striving to align itself to the 21st century, challenging its staff to do better and always setting higher standards for them. I have always loved technology but my job here has challenged me to further pursue my dream in the IT arena and I am gearing myself up for the MCSE course. GL has taught me a lot about working with diverse cultural groups; different levels of skills and interests but most importantly not to compromise on work standards.

After I left this job briefly for three months I realised what I was missing by way of personal growth and fortunately the organisation took me back. On the personal side, the skill that I am proud to have learnt is how to handle conflicts. I am now calmer and nothing really gets my back up, all thanks to the various challenging situations I have had in my employ at GL. - Mwenda Yeta Mkhize.

HUMAN RESOURCES

By Vivien Bakainaga,
HR and Administration Officer

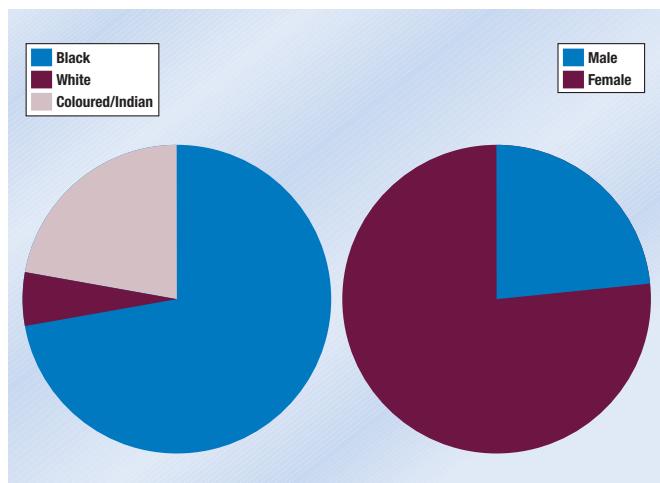
People are the most valuable resource of any organisation. Rapid growth is exhilarating but challenging. Finding the right people for the right jobs; ensuring that they are well settled and happy; rewarded and remunerated is a task that will continue well beyond the initial recruitment drives. My appointment in February 2009 with primary responsibility for human resources reflects the seriousness with which this matter is taken. As this report is being written, plans are afoot for substantial staff growth in July. The report will focus on the situation that pertained in March 2009.

Staff Profile									
	Full time		Part time		Interns		Total		Total
	M	F	M	F	M	F	M	F	
Exec office		2					2	2	
Media	2	5					2	5	7
Governance		3					3	3	
Justice		1			1		2	2	
Corporate services	4	2		1			3	4	7
Satelite offices		4			1		5	5	
Total	2	19	2		1	2	5	21	26
Total	21		2		3		26		

During the year under review, GL's staff component doubled, from 13 to 26. Of these, 21 are full time; 2 are part time and three are interns. With 7 staff each, the media and corporate services departments have the biggest staff complement.

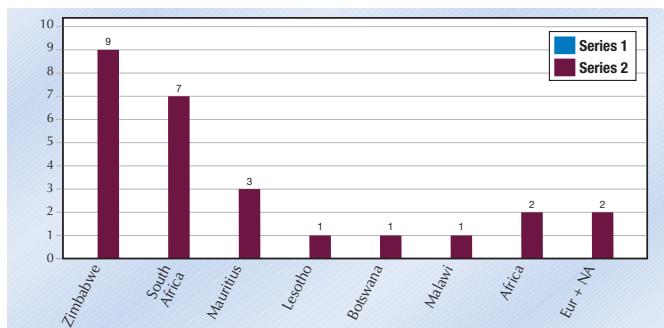
Race and sex

GL's racial profile is in keeping with the demographics of host country South Africa. 73% of staff are black African; 19% white (African and European/North American) and the remainder of Indian or mixed origin. Men comprise 20% of the staff and the largest number of these are in the administration department. Apart from having women heads of department, GL's staff composition has important gender benders. For example the head of finance is a black female while the accounts clerk is a black male.



Origin

Of the 26 staff, 22 come from the SADC region, with the largest number nine from Zimbabwe. Two staff are from other African countries and two from Europe and North America. This makes for a diverse staff composition, cited as both a strength and challenge in the executive summary at the beginning of this report.



Recruitment and selection

GL, like any other organisation, struggles to find the best and most qualified people for some of its posts. As a growing organisation we have to continually recruit and retain staff that is good, well qualified with relevant experience and willingness to work towards GL goals. Thorough recruitment procedures, including widespread advertising, in-depth interviews and practical tests, we identify whether the candidate has the skills and experience needed for the job.

Induction

GL had three induction days over the course of the year. Corporate services has also developed an induction pack that includes quick guides to GL and its systems as well as the more detailed operational guidelines. All staff are given extensive orientation to IT, administrative and financial routines. The GL corporate video will assist in familiarizing new staff with the work of the organisation.

Retention, job evaluation and new salary structure

One of the criticisms leveled against GL in the past has been high turn over. There are a variety of reasons for this; partly to do with the nature of a start up organisation; partly because of the project nature of our funding that did not allow us to offer long term contracts and partly because GL is a demanding work environment in which performance standards are clearly set out and monitored.

The overall 7% staff turn over during the year is well within accepted norms. Only one performance related letter of warning had to be issued during the year. In a few instances probation periods have been extended to allow staff the chance to meet performance criteria. This has followed interim assessments and has generally been successful.

The main efforts of management, especially the ED and finance manager focused on delivering on the Board mandate last year to review all posts and come up with a salary structure linked to the performance management system that rewards good performance; provides for career pathing; and takes account of market realities.

An HR consultant who specialises in remuneration worked with the ED and finance manager to review all job descriptions and

evaluate each position based on its complexity, required knowledge (skills, experience and qualifications) and impact within and outside the organisation. This led to the development of salary bands and notches within these bands linked to performance. As a proactive retention measure, and in light of improved financial circumstances, the Board approved the issuing of three year contracts (starting January 2009).

Capacity Building

GL places a strong emphasis on practical, on-the-job learning, reflected in the testimonies of staff who have made contributions to this report. As reflected in two further personal testimonies below, this approach extends to all levels and to all types of work.



What I have learned on the job

Two years ago I used to work as a part time cleaner but now I am working as a receptionist, using the computer and even starting the car. I hope by the end of the year I will be hitting the road by myself as I am now taking driving

classes! I have gained a lot of experience and personal growth at Gender Links and have also learned to love my work and the organisation I work for. - *Nancy Padare.*

I have learnt a lot of things at Gender links including, library work which involves arranging, labeling and naming the books. The most important thing is that now I can organise and plan my own work according to which one should be done or submitted first and to handle stressful situations. I have also been exposed to clerical work that includes photocopying, faxing, scanning, filing, writing of cheques and payment requisition forms. I have learnt to work with different departments. My IT skills have been sharpened by tasks such as cropping of clippings on the Y drive. All this has been achieved through the assistance from different members of staff - *Loveness Pfumbi, Office assistant.*



Skills courses

GL has also provided on-site skills training including:

- **Driving:** Instead of having a driver for GL, the organisation has arranged driving courses. Four staff have now obtained licenses and another three are on their way to doing so.
- **Reception training:** Both in-house and external training has been carried out to empower GL staff to project a good professional public image.
- **Information Technology** is an area where GL keeps improving through transfer of skills. GL would like to venture more in tailor made training by carrying out a training needs assessment on IT. The immediate training will be carried out in-house in Excel and this will be coordinated by the Systems Coordinator. A number of GL staff would like to learn more on Excel and Susan and Rochelle would be good facilitators.
- **French classes:** When GL ventured into the Francophone countries like Mauritius, staff were encouraged to learn French. GL entered into a contract with Alliance Française to teach GL staff every Friday for two hrs for a period of six months. Staff responded overwhelmingly and ten completed the beginners course. A next round will be offered when new staff join in July.



Fanuel Hadzidzi receiving his French certificate

Organisational learning

By Judith Mtsewu

In an environment of high levels of skills shortages, high mobility of employees and sought after young professionals, organisations are having to be very pro-active in finding ways to make it attractive for current staff to remain in the organisations' employ and to attract new, skilled people.

The reasons people stay in organisations vary. Some stay because of money, security, lack of options, being comfortable in the position and others stay because of the endless possibilities for learning and growth, which is both on the professional and personal front offered by a work environment. I do not think that we can assume that organisations offer learning opportunities. The learning that can sometimes take place in an organisation can be very limited and be very job specific and this experience can sometimes compel people to walk away and quit as a result of not being mentored or being given sufficient learning opportunities.

For an organisation that is growing like GL, an organisation that continues to challenge itself to produce better, deliver more, and do so more frequently, mentorships are an avenue for the organisation to be developmental and to expand its capabilities and learning opportunities internally.

Organisational learning is an imperative that organisations can ill-afford to ignore, or if they do ignore it, do so at their own peril. Organisational learning can be externally stimulated, but it also needs to be anchored internally. How can GL improve on this?

- Mentoring as a form of organisational learning should be formalised. Those in management and leadership need to be conscious of their responsibility to open spaces of learning and help develop new leaders. Maybe managers could at evaluation time, reflect on how they have mentored someone in the organisation.
- An ongoing needs assessment for staff – what skills do people need in order to be better at what they do, in way that will also benefit the organisation? This is to ensure that there is an alignment between organisational and individual needs. It needs to be an organisation wide experience.



Judith Mtsewu and Lydia Byarugaba at staff planning

THE GENDER LINKS INTERNSHIP PROGRAMME

By Seanna Chingamuka
GMDC Programme Officer

Fifteen interns from ten different countries have been attached to Gender Links since 2001. These interns have moved on to study or work including within GL. The table below is a list of the interns that have been attached to GL since the organisation's inception:



Intern	Nationality	Start date	End date	Current occupation
Ayanda Bekwa	South African	Jan-01	May-03	Working for the South African Ministry of Foreign Affairs
Agnes Muriungi Odhiambo	Kenyan	Apr-05	Jul-05	She is job-hunting
Rochelle D. Mhone	American	Mar-06	Mar-06	Working at Gender Links as a Researcher
Zena Majaar	Tanzanian	Aug-06	Nov-06	Media and Communications, British Embassy, Tanzania
Sikhonzile Ndlovu	Zimbabwean	Jan-07	Apr-07	Media Literacy Coordinator at Gender Links
Rebecca Masinde	Kenyan	Jun-07	Aug-07	Student at Villanova University
Lydia Byarugaba	Ugandan	Sep-07	Dec-07	Student/ working at Prefix Technologies
Marietta van Dijk	Dutch	Oct-07	Mar-08	
Nandipha Sephuma	South African	Dec-07	Feb-08	Studying at the University of Kwazulu Natal
Kekeletso Nakeli	South African	Jan-08	Mar-08	Studying at Wits University
Olulademi Osameyan	Nigerian	Jul-08	Aug-08	Action Aid
Adjoa Osei-Asibey	Ghanian	Oct-08	Mar-09	Job hunting
Fanuel Hadzizi	Zimbabwean	Oct-08	Mar-09	Finance Assistant at Gender Links
Roos van Dorp	Dutch	Oct-08	Jan-09	Programme Officer - Botswana satellite office
Geraldine Aubeeluck	Mauritian	Dec-08	May-09	Studying

Strengths and weaknesses

Most interns came into the organisation without any idea of how an NGO operates. The availability of experienced staff offered mentorship to the interns. A concern expressed by interns is that GL should choose suitable interns for the type of work that they are doing. This has since been taken into consideration. Departmental needs assessments are done prior to selecting interns. In addition, clear job specifications are drawn up and communicated to the intern before they are contracted. Some interns pointed out that the internship should be engaging and not imposing. Interns come with their own expectations which at times are not met. GL is again trying to address this through the expectations form that interns now fill out when they join the organisation, evaluated through an exit interview at the end of the period. On the whole, the comments by interns reflect a rich learning experience.



What I learned as an intern at GL

Lydia Byarugaba (Uganda/South Africa):

"Gender Links was an amazing platform for me. I got an opportunity to not only apply my skills but also got exposed to an NGO that had a very audible presence. I climbed up from intern to a systems administrator within a short period and was part of a team that established a knowledge centre solely dedicated to gathering resources around gender and media, a first of its kind in the region. I walked into GL an impressionable young lady seeking an opportunity and walked away a much more assertive and established young woman within broadened vision - continuing the dream and knowing that the world is my Oyster!"

Rebecca Masinde (Kenya): "Interning at Gender Links has been one of my most fulfilling and rewarding work experiences to date. Here, I discovered my passion for gender studies and economic development and have gone on to focus my collegiate area studies on these subjects. I learnt through rigid work ethics and the simple good nature of the Gender Links team that using your agency passionately to serve your community is extremely rewarding on an infinite number of levels."

Adjoa Osei-Asibey (Ghana/UK): "I set three main goals: a deeper understanding of my strengths and weaknesses, better networks and support systems and most importantly a clearer understanding of what I don't want to do career wise. And I honestly, tick, tick and tick!"

Fanuel Hadzizi (Zimbabwe): "The nature of my internship was that I had to do programme work as well as finance and



Lydia Byarugaba organised the "Take a Girl Child to Work" day at GL in May 2008.

administrative work. This taught me to be flexible and versatile and to face my fears with a brave heart. It was through knowledge and hindsight that my own abilities only taught me to think and apply logic and reason and that work in itself is something that can be learnt and perfected through practical experience. The secret is only to give it your best shot and see how it goes."

Ayanda Bekwa (South Africa) : "My experiences as an intern at GL were life changing and sensitised me to the gender debates of the workplace, political system of RSA and the world. I grew from being a student to a gender activist and it is through GL that I learnt gender terminology, how to analyse the media and the spaces women occupy within all societal domains. In the job I am currently in (Ministry of Foreign Affairs) I find myself arguing for gender mainstreaming in every project I work on. I have been given an unofficial title of the gender advocate, a title I hold with pride."

PROMOTING WELLNESS

By Loveness Jambaya- Nyakujarah
Chair, Wellness Committee

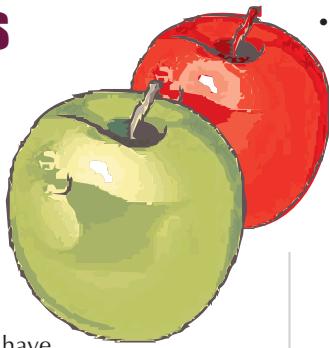
GL embarked on a Wellness Programme in 2006 with the aim of creating a healthy team that strikes a balance in all areas of their life. While the programme got off to a slow start, it has since gained momentum. A number of initiatives and activities have

become more institutionalised and have fostered a positive team spirit. The benefits are evident in the team building assessment for 2009 which shows that Gender Links management is making *explicit* effort to strike a balance between concern for high output and quality, and concern for people who make it happen.

Building on successes of 2007, in 2008 the Wellness Programme became more institutionalised. Following the board meeting and a staff wellness needs assessment concrete steps have been taken to mainstream wellness in our work. Notable issues raised included: nutrition, health, stress management, time management, conflict management, financial management and capacity building needs. While the work place initiatives may not answer to everyone's personal needs, particularly those that concern their private lives, it is hoped that wellness at work can influence wellness in the private sphere.

Achievements in 2008

- The wellness programme has a separate budget line which brings with it capacity to carry out planned activities.
- Following last year's board meeting a Wellness Programme of Action was developed and all activities carried out as planned except one session which has been carried over to the next financial year.
- The capacity of the Wellness Team has been boosted through incorporating the recently recruited Human Resources and Administration Manager who can devote more time and brings a wealth of experience to the programme.



• Nutrition is recognised as a central part of employee wellness. To this end cool filtered water and fresh fruit are now provided to staff members in addition to teas and biscuits that have always been provided. At the end of March 2009 a Nutritionist (Dietician) will be called in to dialogue about the need to adopt healthy eating habits as part of a positive lifestyle.

- Related to this, a health consultant was called in at the organisation's expense in early March 2009 to speak to staff about available options for medical aid for those who are interested in joining a scheme.
- Life skills coaching has been recognised as essential to building a balanced individual. To this end a series of dialogues continues to take place. In September 2008 a consultant was called in to give a talk on personal financial management an issue that can cause individual distress if unmanaged to the extent of compromising his or her productivity.
- As noted in the organisational learning, mentorship, internship experiences and learning on the job sections staff capacity building has become an integral part of the organisational goals. This enhances effectiveness and efficiency of staff thereby reducing stress levels. For instance activities such as building IT skills, driving lessons, French lessons do build staff morale. One needs to attend a French class to see the other side of GL staff away from their desks and computers. You would think they have inhaled laughing gas! This has proved to be a great team building activity.
- The intranet is now available as a tool for the team to interact informally about any issue that you think may interest the team.
- Fun activities were organised as planned such as a tour of Soweto. This was so much fun because a large proportion of GL staff are non-South African nationals.
- A walking club and reading club have taken off; these activities are organised outside hours.



Fanuel Hadzidzi and Susan Tolmay lead the GL walking club.

Challenges

- Lack of time and mobility with staff often on the road poses challenges to organising team activities.
- Getting the team to use the Intranet as a tool that fosters team building.
- There is still need to work with an expert Wellness Adviser as we seek to ground this programme.

Next steps

- A long term strategy for Employee Wellness with a clear vision and goals that are measurable
- Enhancing ways in which wellness can be mainstreamed into existing institutional norms.
- Developing a multi purpose centre on the new premises that can be used as a gym as well as for lectures, seminars and workshops.

COMMUNICATION

By Mukayi Makaya, Executive Assistant

Having an HR and Administration Officer has freed the Executive Assistant to focus more on improving external and internal communication. Among others, the EA has conducted front office training for the receptionist, office assistant and intern. The EA is also responsible for organising three two day retreats each year at which staff reflect on their work and plan for the coming period.

The EA also organises the quarterly executive committee meetings, and the annual Board meeting. The first day of the Board meeting involves all staff and Board members. Staff report on the work they have done while Board members raise critical questions for the future. These are concretised in smaller meetings on the second day of the Board meeting.

Internal Communication Tools

These include:

- An Intranet accessible to Johannesburg as well as Botswana and Mauritius Satellite Offices.
- Event Report Back Forms from meetings, seminars, workshops, training, etc. attended by staff are filed and accessible on Intranet for all to read and appreciate GL participation in external events.

Great ideas and Great Debates: A communications case study

The "Great Debate" on "What makes a good leader?" is an excellent example of the great ideas that emerge when internal communication goes well and synergies are created throughout the system. Here is how it all happened:

- The idea of a gender and leadership checklist was first mooted at the 2008 Board meeting.
- Ideas for GMDC debates were discussed at staff planning in December 2008 as attention turned to the upcoming elections in the region.
- Pam Mhlanga had just returned from the AWID conference in Cape Town and described the "Great Debate" concept- throwing up a controversial question and getting audience participation.
- Internally when we reviewed our SWOT in January Judith Mtsewu raised the need for GL to become more engaged in public debates.
- With the encouragement of our editor Debbie Walter, several staff wrote gender and elections opinion pieces that enjoyed good pick up.
- GL Board Member Ferial Haffajje was, at the time, editor of the *Mail and Guardian*. The ED pitched an article on polygamy and progressive leadership with her; she took this up and in the E Mail flows that followed GL and the newspaper agreed to team up to run a series of debates as part of the M and G's Critical Thinking Forum.
- GL through the GMDC developed a broader concept looking at how debates could be held at several venues across the region linked to programme work.
- Debates were held in Zambia, Botswana and South Africa. Board members participated in a debate on quotas with members of the Southern African Gender Protocol Alliance when they came for the Board meeting in March 2009.

- Institutional Forms are accessible and can be downloaded on Intranet.
- Wellness section including staff birthdays and reports from in-house seminars are filed and accessible on Intranet.
- A monthly GL e-bulletin, providing staff a social light-hearted forum to inform and update on developments and movements within the GL community. This will be produced by the EA with a staff editorial team.
- Staff meetings are held every month, providing staff with an opportunity to interact, share ideas and update each other on programme activities on a face-to-face basis, in a relaxed atmosphere.
- Staff cyber dialogues are on-line staff meetings involving the Johannesburg office, Botswana and Mauritius Satellite Offices. They are held once a month.



What I have learned on the job

Although I only joined Gender Links in December 2008 I can honestly say that I have already experienced professional and personal development and growth. I have the privilege to serve the Executive Director and Deputy Director, both of whom possess a wealth of knowledge and experience on communication and gender related issues, which I'm passionate about.

The diversity of my work exposes me to the strategic and operational facets of the work done by GL. This has led to my skills being sharpened; this write up being one such task! My scope of thinking and ways of doing things has been expanded; as an individual, I've been taken out of my otherwise "comfort zone" and challenged to think 'out of the box'. The "wellness stone" in the GL culture humbles me, and serves as a reminder that the human resource is indeed the most valuable in any organisation. I'm thankful for the opportunity to be a part of Gender Links and look forward to greater growth in time to come. - Mukayi Makaya.

MONITORING AND EVALUATION

By Colleen Lowe Morna, Executive Director

Like GL, our monitoring and evaluation systems have been growing and maturing over the last eight years. We have in place excellent management systems for making sure that work gets done. But as we have had external evaluations, and engaged with new bilateral funders like DFID, we have been increasingly challenged to think about what impact our work is making.

In simple terms, what has changed? And how do we know that it is because of us that this change has come about? In 2008/2009, we are spending time working on change indicators; the tools and surveys that will help us to gather this data. In this report, we present the management tools currently used, and what these have yielded in terms of outputs; outreach and outcomes. We also cover the tools we have developed for measuring institutional health and ensuring that we have a strong organisation to support the change that we seek.

MANAGEMENT TOOLS

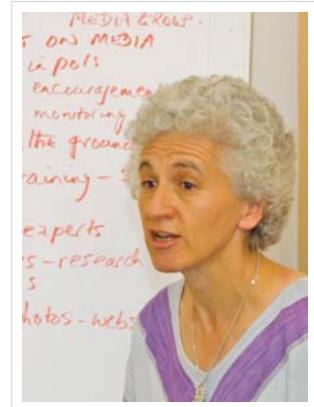
Internal systems

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
- Partner assessment tool.



External systems

- 23 donor reports during the 2007/2008 financial year.
- Regular donor visits.
- External evaluation conducted after five years.
- 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

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

OUTPUT INDICATORS

Attached at **Annex A** is a summary of the key outputs from the different programme areas. This shows that as a result of GL programme work:

Research

- Three Francophone countries, DRC, Madagascar and Seychelles undertook and launched gender, media, HIV and AIDS baseline studies with assistance from GL as part of the Media Action Plan (MAP) on HIV and AIDS and Gender.

Policies and action plans

- 132 media houses developed gender aware HIV and AIDS policies and 16 had draft policies.
- A media regulatory authority, the Media Council of Tanzania, developed and launched a gender code of ethics.
- Three countries - Lesotho, Madagascar and Mozambique developed National Action Plans to end gender violence.
- Five countries – Botswana, Mauritius, Namibia, Seychelles and Swaziland developed draft communication strategies for popularising their National Action Plans.
- Two countries - Botswana and Zambia drafted national strategies for mainstreaming gender in local government.
- 32 local level gender action plans were developed in South Africa, Namibia, Lesotho and Mauritius. In Mauritius these have been extended to council level using the SADC Protocol on Gender and Development as a flagship. A model gender policy at Council level has been developed by the City of Johannesburg with assistance from GL.

Training

- The BU on Gender, Economy and the Media course was extended to the Francophone countries (DRC and Madagascar).
- Some 256 media practitioners participated in GL training courses on gender and the economy as well as gender and elections in six SADC countries.
- 50 women politicians participated in gender, elections and media training courses in Botswana and Malawi.
- 77 citizens in four Southern African countries participated in media literacy courses and each produced a final project that



Feedback from partners is key.

ranged from songs to campaigns.

- 24 trainers went through training of trainer courses in media literacy as well as gender and local government.

Institutional gender mainstreaming processes

GL has or is conducting two major high profile gender mainstreaming processes with the City of Johannesburg and the SADC Gender Unit that involve research, policy and training. These have yielded draft institutional gender policies; departmental action plans and in the case of SADC a Gender Mainstreaming Resource Kit.

Publications and productions

Annex A shows that during the year under review GL produced:

- **Books and journals:** 8 books, including "Business Unusual" with foreword by Liberian President Ellen Johnson Sirleaf; and 4 training manuals.
- **Fact sheets:** 39 fact sheets for the Sixteen Days of Activism; Gender, Elections and the Media; Gender and Local Government and the SADC Gender Protocol.
- **Pamphlets:** English, French and Portuguese summaries of the SADC Protocol on Gender and Development; 18 local language summaries on what this means for each country; one on the Virtual Resource Centre; the Gender and Media Diversity Centre (GMDC) and the GL Opinion and Commentary Service.
- **Audio visual material:** Three documentaries: "Roadmap to Equality: The SADC Protocol on Gender and Development"; "At the Coalface: Gender and Governance in Southern Africa" and "Giant Footsteps", a corporate video on GL. Audio material includes "Tjoon in" created with taxi drivers for the Sixteen Days of Activism campaign. GL also provided technical support to GEMSA in the creation of "Making every voice count for care work."
- **Conference newspapers:** A daily paper at the Sixth African Development Forum on Gender Violence in Addis Ababa in November 2008 and five daily papers at the 53rd session of the Commission on the Status of Women in New York on equal sharing of responsibilities between women and men in the context of care work. GL also worked with participants from the Business Unusual workshops to produce an online newsletter and newspaper during the third Gender and Media Summit.

Knowledge resources

The GMDC resource centre has been established and is fully functional. Knowledge resources that have been archived to date include:

- 661 publications.
- 296 relevant research articles uploaded to the research portal.
- 63 case studies added to the Virtual Resource Centre (VRC).
- Two Gender and Media Diversity journals.
- Uploading of 347 photos.
- 2501 clippings that are classified by country; theme and GL's GEM classification system.

Knowledge gathering from major initiatives and projects

- The GMDC facilitated the compilation of articles, papers and insights gained during the Business Unusual, Gender, Economy and the Media courses in eight countries, launched during the Gender and Media Summit, with a foreword by the President of Liberia.
- Two critical knowledge projects that GL is undertaking include analyses of the process of lobbying for the adoption of the SADC Protocol on Gender and Development and MAP, the development on HIV and AIDS newsroom policies.

OUTREACH INDICATORS



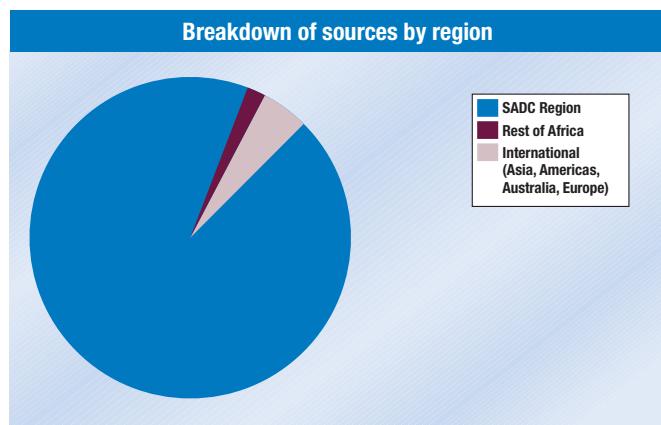
During the year under review, GL held 196 workshops and events in 13 countries compared to 77 the previous year (2.5 times more) with approximately half of these in the home base South Africa; 23 in Mauritius and 19 in Botswana where GL established satellite offices over the past year.

The detailed listing of all workshops, seminars and events at **Annex B** shows that a total of 8095 people participated in GL activities; three times the previous year (2684). Men comprised 36% of the participants (similar to last year). Men constituted 40% of the participants in governance events; this is encouraging given that most of this work is at the local level.



Making care work count news team in New York.

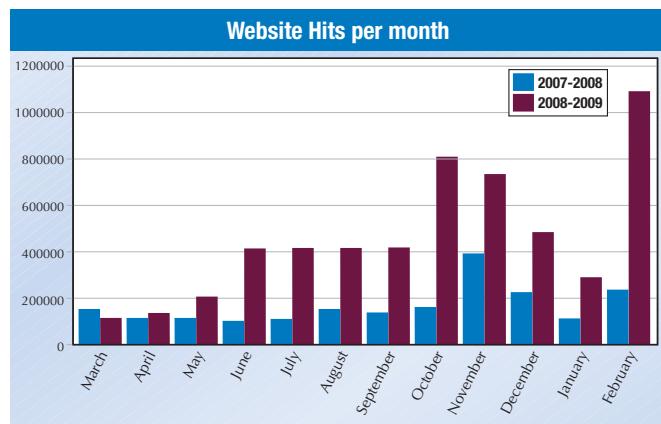
Contacts data base



All those who participate in events and fill in the data base form giving their consent to be added to the contacts data base are added to this invaluable institutional resource. The GL contacts data base currently has 4311 contacts, mostly from the SADC region. Of these 38% are men.

Website hits

The GL website remains an invaluable outreach tool. The number of hits increased by 170% from 2 million in the previous year to just over 5 million in the year under review; or an average of 461 369 hits per month. The "visitors" are mainly from Africa and it is heartening to see a much more even spread between the African countries, where before South Africa dominated. The number of hits from Francophone countries is also encouraging and no doubt a reflection of the work there. The home page and chats continue to be the main draw card to the website.



Going global: GL workshop in Istanbul.

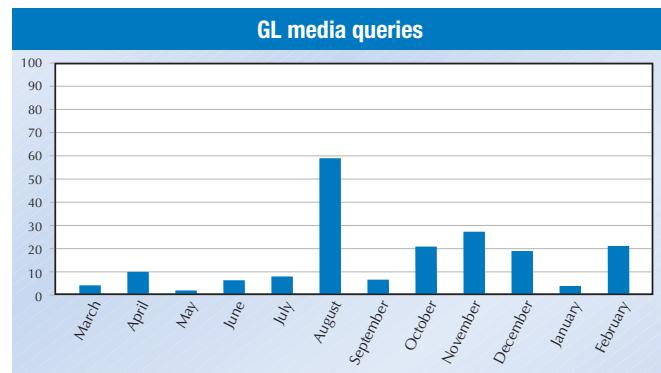
Speaking engagements

The ED and staff received 48 invitations to speak at various functions and events. Some notable events that GL participated in include: a gender and media conference in Sweden followed by presentations at SIDA; a week of speaking engagements in Finland; the annual AWID conference; side events at the CSW; a UNIFEM conference on the women's movement; a UNHABITAT conference on gender mainstreaming within this UN body; the annual meeting of the United Cities and Local Authorities of Africa in Ghana that devoted a whole day at its meeting last year to women in local government; and a consultation by the International Federation of Journalists in Brussels on women in the media. GL also co-facilitated a workshop on women in politics for partners from Eastern Europe and central Asia co-organised by International IDEAS.

Media

	Print	Radio	TV	TOTAL
March	1	1	2	4
April	9	0	1	10
May	1	0	0	1
June	4	0	2	6
July	0	0	8	8
August	48	10	1	59
September	4	1	1	6
October	16	1	4	21
November	11	6	10	27
December	9	6	4	19
January	2	1	0	3
February	12	3	6	21
TOTAL	117	29	39	185
Average/week				3.5

GL continues to receive regular queries from the media; 185 or an average of 15 a month during this period with peaks in August (Women's month in South Africa) and over the period of the Sixteen Days of Activism (November to December). The highest number of queries is from the print media, but this year for the first time TV surpassed radio, with 39 TV appearances. Now that the satellite offices are well established media statistics can be expected to increase even more. In addition to responding to media queries, GL distributed 114 opinion pieces each used on average 3.5 times by the mainstream media.



Generating debate

Weaving together its different programmes and capacity, GL has become adept at picking up on current issues and generating debate. For example, while the mainstream media focused on which of the three official and three unofficial wives of South

African President Jacob Zuma would be first lady, GL sparked a spirited debate with a well placed opinion piece in the *Mail and Guardian* newspaper arguing that polygamy and progressive leadership cannot be squared. This debate was picked up by radio talk shows, the international media and several other newspapers.

GL, the *Mail and Guardian* and the South African Broadcasting Corporation International TV news channel joined forces in a televised debate on the subject in which several GL and GEMSA partners participated. Soon after, ETV, the free-to-air commercial news channel, mounted its own "Great Debate" on polygamy. TSN, a commercial opinion survey company, conducted a survey showing that 80% of black women, as compared to 55% of black men, are opposed to polygamy. The debate raises a range of broader issues around contradictions between the Constitution and customary law and criteria for leadership. It contributed significantly to the development of a gender aware leadership check list as part of the GMDC's six-part debate series.



GMDC leadership seminar.

OUTCOME INDICATORS

Social change is difficult to measure. It is even more difficult to attribute change to any one force or factor. Seemingly negative developments may have positive spin offs. For example, the Zuma presidency that has raised great concern among activists has also helped to place issues like polygamy, previously swept under the carpet, into the public domain. The impact of debates like this is not easy to measure in the short term. But even the surveys done so far (like the TSN one quoted above) reflect interesting shifts and gender gaps that show that culture is not static and that the gender discourse of today is quite different from that ten years ago; and will indeed be even more different in ten years time.

Many of GL's projects have in-built macro-level monitoring and evaluation tools. Baseline studies that we will be involved in over the coming year include the SADC Gender Protocol Barometer; repeating of the Gender, HIV and AIDS and the Media baseline studies to coincide with the Global Media Monitoring Project (GMMP) and the Gender Violence Indicators Baseline Study. We are currently completing the *Glass Ceilings, Women and Men in the Southern Africa* media study.

These studies provide valuable data against which progress in achieving the SADC Gender Protocol targets will be measured in the run up to 2015. In this assessment of the impact of our

work over the last year, we restrict ourselves to those interventions for which we genuinely believe GL and its partners can take credit. We include some personal reflections by beneficiaries, as we believe that measuring impact at the individual level is also important. Indeed, it is these "lived" experiences of change are what give us the confidence to soldier on.

Driving change:

The SADC Gender Protocol

The adoption of the SADC Protocol on Gender and Development in August 2008 is a seminal achievement for which, as all the comments in the earlier part of this report reflect, GL can take considerable credit. While the Protocol is yet to be ratified, and on its own is no guarantee of change, it is the most comprehensive commitment yet by leaders of the region to measurable change within set time frames. The first SADC Protocol Barometer to be launched at the Heads of State summit in August 2009 provides a powerful monitoring tool. GL has embraced these targets in its own work, using every platform and opportunity to popularise the Protocol.



Creating a gender and media movement

The media programme is Gender Link's largest programme in terms of deliverables, budget and reach. It is the only programme where work has taken place in all 15 countries that GL works in.

Through its MAP, GMDC and media literacy programmes GL has increased its base of people that it works with in-country. The growing network of gender and media advocates is encouraging. It is particularly gratifying to see the number of tertiary institutions that are now active partners through the GMDC. New academic partners include the University of Antananarivo and Institute of Information Sciences and Communication in Madagascar.

The ongoing delivery of high quality training programmes, research, policy development and continuous innovation has resulted in GL having a high level of credibility with the media, our key constituents in this programme area. The relationship is not always an easy one but GL remains open to engagement which then sustains partnerships.

A measure of impact is the number of institutions that quote and use GL's research to support their own positions. The Institute for the Advancement of Journalism (IAJ) for example is using GL materials in its election training with journalists in South Africa. Over the coming year, GL will be conducting an audit of gender in media education that will give us greater insight into the impact of our work over several years on media education.

Another impact indicator is the extent to which GL work on gender and the media is informing international research and advocacy (an excellent example of South/North co-operation). GL pioneered the Glass ceiling research methodology and has signed an MOU with the International Media Women's Federation to provide the questionnaire and data for the global study. After being contracted by WACC to write up the Global Media Monitoring (GMMP) in 2009/2010, GL is also engaged in wide-ranging discussions on how to improve this global study based on our own experience.

GL is currently documenting lessons learned from the MAP experience of working with over half the newsrooms in SADC to develop gender aware HIV and AIDS policies as a prelude to the second phase in which we will both follow up on progress and encourage newsrooms to develop gender policies. To have gained this level of access and developed such intimate, on the ground relationships is a monumental achievement by any standards.



Media monitoring provides a measure of citizen "voice"

The Glass Ceiling study and next Gender and Media and HIV and AIDS baseline study to be conducted in November 2009 (alongside the GMMP) will be an important measure of the extent to which the gender and media work has changed institutional structures, practices and media content. Preliminary results suggest that while there has been considerable improvement in gender balance within the media, women are still woefully under-represented at management level.

Recent monitoring of elections (for example in South Africa) shows a marked improvement of women sources (24%) but this still falls short of parity. However, election coverage included prominent profiles of women in the ruling party and opposition. Sexist slurs used in political mud slinging generated spirited debate including the lodging of a complaint with the Equality Court by a partner organisation. When the female leader of the main opposition Democratic Alliance in South Africa Helen Zille appointed an all male cabinet in the Western Cape province, GL featured prominently in media debates on the matter that led to the Congress of South African Trade Unions (COSATU) announcing through the media that it would lodge a case against the premier with the Equality Court. All this reflects a far more active and responsive media on gender issues than in the past.

A major success since GL conducted the first Gender and Media Audience Study has been to pilot and cascade media literacy courses to four Southern African countries under the banner of the GEM Summit: *"Critical citizens: responsive media."* In South Africa many of the participants have become active participants in GL and GEMSA events, campaigns and projects. In Mauritius, Namibia and Botswana participants have become members of the local GEMSA chapters. GL receives numerous personal testimonies of empowerment and change.

What GL has meant to me



Sarry Xoagus-Eises conducting cyber dialogues in Namibia.

Sarry Xoagus-Eises, a TV journalist and founder member of GEMSA in Namibia, led the first gender and media literacy course in Namibia. She writes:

"I am proud to be associated with the work of Gender Links in content as well as the capacity building. When I am asked what it is like to work with GL I say: "Gender Links is a professional NGO, and if you cannot meet their standards do not apply". What I like about Gender Links is that that you are called to order immediately if you are out of order.

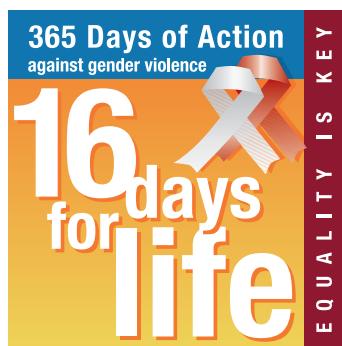
GL expects you to: be professional and care about their project; be honest; be knowledgeable; be transparent; be committed around the clock to their project; control finances and report on time; sign the contract; give detailed financial and narrative reports; challenge them when there is a need to do so; be participatory.

In Namibia, there are many women who benefited from these noble ideas. With all these skills and capacity building from GL, I am now a seasoned consultant on gender and media matters. GL projects have opened many doors for me and other women in the country in terms of skills and capacity development. I improve every day and night.

Sometimes your courses are too short for one to comprehend; like the courses on ICTs. Another issue is that all beneficiaries must be treated the same regardless of region. I know that some of your projects are piloted in some regions before being spread to others. It is good to have a variety of project sites."

From gender justice campaigns to action plans

After putting the Sixteen Days of Activism on the regional map through its early advocacy work, GL can take credit for pioneering work on advocating for the sixteen days to be extended to year-long campaigns in the SADC region. Buoyed by the 2006 UN Secretary General's report that urged governments to adopt multi sector plans for ending gender violence, GL has now worked with governments in

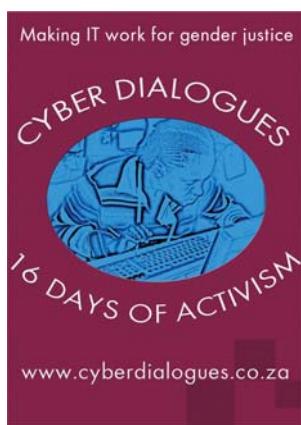


nine countries to develop National Action Plans to end gender violence.

The SADC Protocol on Gender and Development sets an overall target of halving gender violence by 2015. This has raised the question how such a reduction is to be measured, given the complex and multifaceted nature of gender violence. In yet another step to move from breadth to depth, GL is leading a cutting edge research project on developing indicators for measuring gender violence, using its bases in South Africa, Botswana and Mauritius. The United Nations Economic Commission on Africa (ECA) has signed an MOU with GL to cascade this project to the rest of Africa.

In its traditional gender justice campaigns, GL continues its search for innovation and impact:

- *Making IT work for gender justice:* GL records the power that cyber dialogues (ICTs) can have on the lives of women. For some members of the community, the Sixteen Days of Activism campaign is the first contact that they have had with computers.
- *Speaking out: the power of making marginal voices count:* GL has created a safe space for marginalised communities to speak out. Through "I" stories women share first hand experiences of gender based violence and write their own stories. This year GL focused on the most marginalised of women - lesbians, migrant workers, the disabled, to name a few. As part of strengthening monitoring and evaluation, we intend to carry out follow up surveys of those who have participated in these programmes. As reflected in personal stories under the programme report, anecdotal evidence shows how women who have participated in the "I" Stories have gone on to reclaim their lives; one even becoming a counselor.



Gender and good governance

One of the most visible areas of change in gender relations in SADC is the increase in the proportion of women in politics, which now stands at 22%, above the global average of 18%. GL prides itself on being a member of the 50/50 campaign and staunch advocate of women's equal representation and participation as integral to democracy and good governance.

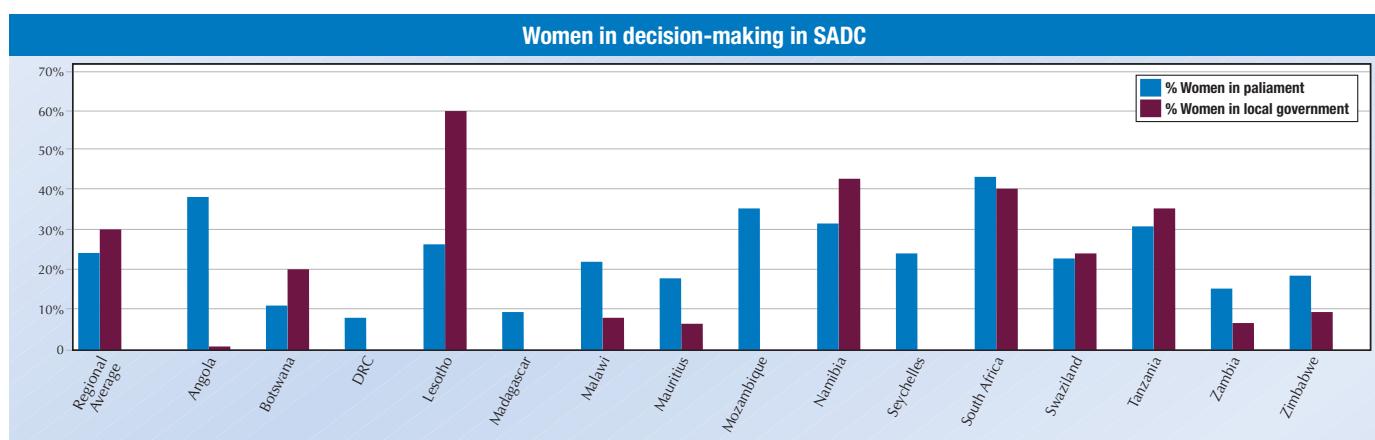
These efforts have paid off in South Africa, where despite a worrying change in political leadership from Thabo Mbeki, a progressive on gender issues to the traditionalist Jacob Zuma, the proportion of women in parliament increased from 33% to 44% in the April 2009 elections, placing South Africa third in the world stakes of women in political decision-making.

As the graph reflects, however, there is still a great deal of unevenness between countries, which is why GL, working with the media and women decision-makers, is taking a country by country approach linked to upcoming elections. Where countries are close to achieving parity, such as in South Africa, the campaign is also moving beyond numbers, to what difference women make. The irony in South Africa of large numbers of women in public office but a leader who narrowly escaped a rape conviction puts into sharp focus the need to look beyond jobs for the girls to gender equality for the region. This understanding informs follow up capacity building for women decision-makers particularly at the local level.

Putting local government on the gender and governance agenda
 GL's most distinctive contribution to the gender and governance discourse in the region has been putting gender on the agenda of local government. Identifying this as a gap in the 2004 study: *Ringing up the Changes: Gender and Governance in Southern Africa*, GL has produced the most extensive research on gender and local government in the region and is in the process of setting up a data base of vital statistics for tracking changes as a result of elections as well as within the leadership and structures of local government.

The follow up strategies and action plans at local level are in their infancy but in the long term should yield the most long term impact of GL's work, especially as the governance and justice programmes come together to develop local action plans for ending gender violence with field staff and support from the MDG 3 Fund. In all these workshops, GL is administering gender and local government score cards that will be periodically repeated to assess progress. Beneficiaries of training, action planning and backstopping processes will also be part of a longitudinal survey to form part of an external evaluation of GL's work.

Preliminary feedback from the many workshop participants (local councilors, officials, representatives of Ministries of Gender and Local Government and associations of local government) is that the training and developing strategies and gender actions plans for this level of government has been a first and an invaluable experience. This is especially true for the earliest participants in our gender and local government work who are now applying what they have learned.



"How GL changed the way I do things"



Msunduzi gender and local government workshop in 2006.

"I met GL Executive Director Colleen Lowe Morna in 2006 when GL assisted Msunduzi Municipality in developing a gender strategy. What I like about your organisation is that you make an individual grow not only in the field of gender activism but in a holistic sense.

As an Area Manager in Msunduzi Municipality, my function is to establish statutory structures and ensure that these function; formulate projects and programme that benefit the Imbali community and are aligned with municipal, IDP strategy and plans; community advocacy and lobbying. The Business Unit is the face of the Municipality. It ensures community involvement and participation in matters of government and issues that concern them. I ensure the equal representation of women and men in these programmes. I commend the work that you are doing. It is making a difference."

- *Cynthia Sibusisiwe Mngadi (Known as Sasa); Msunduzi Municipality.*

Lessons learned

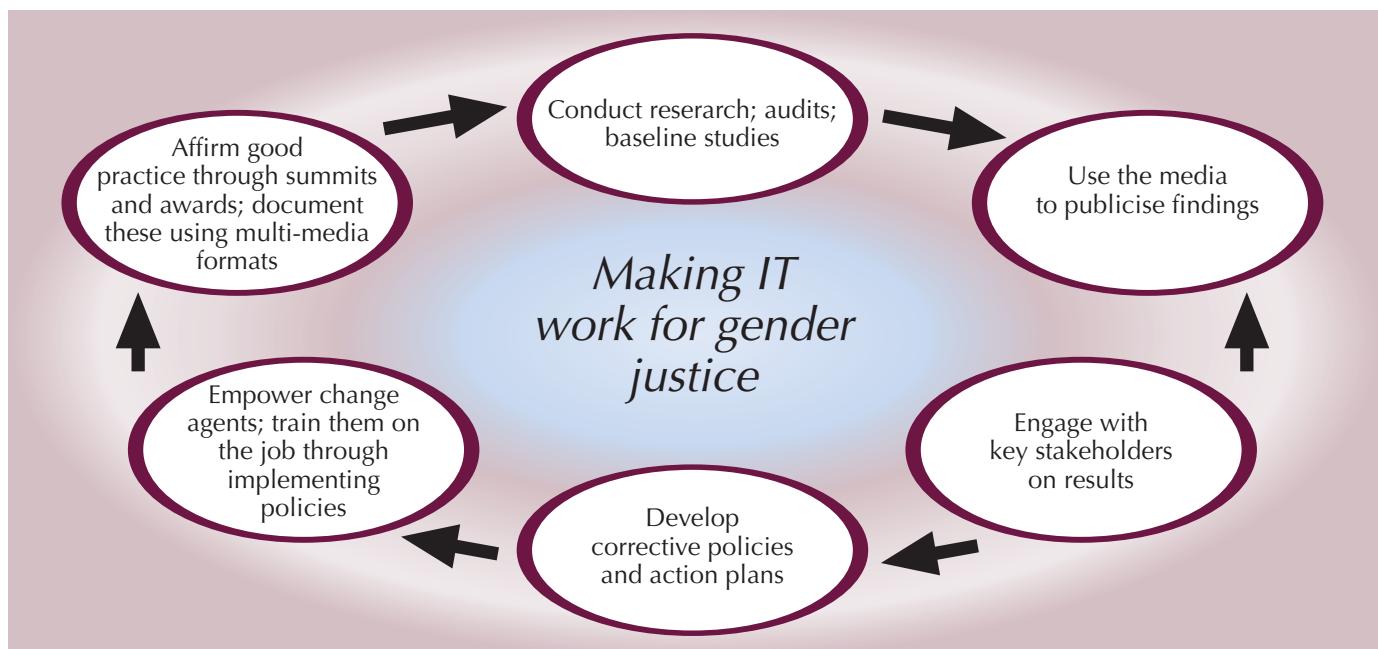
The power of partnerships: As challenging as partnerships may be, GL would never be where it is without the vast array of partnerships through which we cascade our work. We have,

however, become more adept at choosing partners; recognising that what we need are "smart partnerships" in which both parties are upfront about what they hope to gain. Memoranda of understanding are like a pre nuptial agreement: they help to set out mutual expectations, roles and responsibilities. The gender justice portfolio is a good example of an area in which we have become more selective about our partners. In South Africa, there is a lot of territoriality about this space. What we have done is carve out our niche around coordination and indicators and build the appropriate partnerships with government; academic institutions like the Medical Research Council and like-minded NGOs like the CSVR.

Think globally, act locally: As our local government work takes off at the same time that we strengthen our international links, we can now truly say that we are "linked" from local to national to regional to global. Being called on to advise two major international research processes on gender and the media is a reminder that the work in Southern Africa is not just of regional but global importance.

Creating the links within GL: Multi-year funding agreements are enabling us to "think out of the box" creating greater synergies in our work. For example, the "great debates" on gender and leadership as well as the gender, elections and media training have brought the media and governance programmes closer together. While the campaign on the SADC Gender Protocol is a programme on its own, this will infuse all our other programmes. The localising of national action plans to end gender violence breaks down the walls between governance and justice. Thus while our programmes may look like silos on paper, in reality they are much more of a spiders web that challenges us to develop new modes of team work internally.

A way of working that works: As GL's work matures we are discovering a "way of working" that cuts across all our programme areas, as illustrated below. Each programme learns from the other. For example, the gender justice and local government project has borrowed from the gender and media programme the idea of a summit to gather and share best practices of what works as a way of strengthening this work, that in turn builds on research demonstrating gaps; action plans, training and support for new approaches.



Sustained approaches: While GL has been selective about taking on consultancy work due to capacity constraints, the two institutional gender mainstreaming projects with the SADC Secretariat and City of Johannesburg demonstrate the demand for gender-related work at institutional level, as well as the advantages of sustained engagements with key institutions. The fact that they are committing resources to gender mainstreaming is a positive signal to other institutions. Working at this level strengthens key strategic partnerships and gives real depth to our work. It also opens avenues for GL to improve its financial sustainability.

Innovation and multiplier effects: GL continues to seek ways of being innovative and creating multiplier effects. By shifting our website to a new content management system we are trying to make the huge amount of information that we generate more accessible, and to capitalise on new possibilities for multi media formats, especially audio-visual. An innovation we are currently working on is converting all the interviews for DVDs made this year into radio materials that can be used as "spots" in radio talk shows on the SADC Gender Protocol. This is being piloted in Mauritius where, thanks to a long relationship with the Mauritian Broadcasting Corporation (one of the first to adopt a gender policy) and to our office on the island, the public broadcaster is devoting ten one hour segments to different aspects of the Protocol. This model will be replicated in Botswana, Namibia and South Africa.

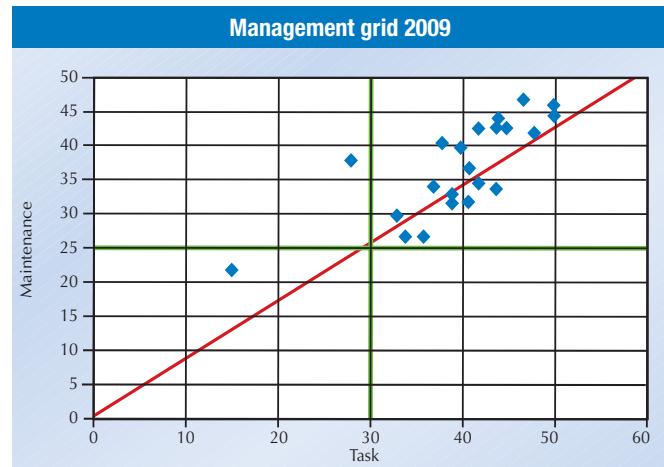
INSTITUTIONAL INDICATORS

GL's ability to innovate and sustain a heavy programme load is dependent on having a solid institutional base. Although external institutional evaluations take place once every five years, there is need to put ourselves through regular institutional "health checks." Using different checklists that have been employed by donors such as DFID, UNIFEM and Diakonia to assess GL, we have constructed a 100 question institutional score card that is administered annually to board and staff (see Executive Director's report). This year we scored ourselves at 83% overall, and identified areas that needed strengthening.

Personal and team indicators

Each year GL makes use of a team assessment tool to gauge team spirit and identify areas that need work. There are four quadrants:

- Country club: high on maintenance or concern for people, low on concern for task.
- Impoverished management: Low on concern for people and task.
- Sweat shop: Low on concern for people; high on task.
- Winning team: High on both concern for task and the people who do it.

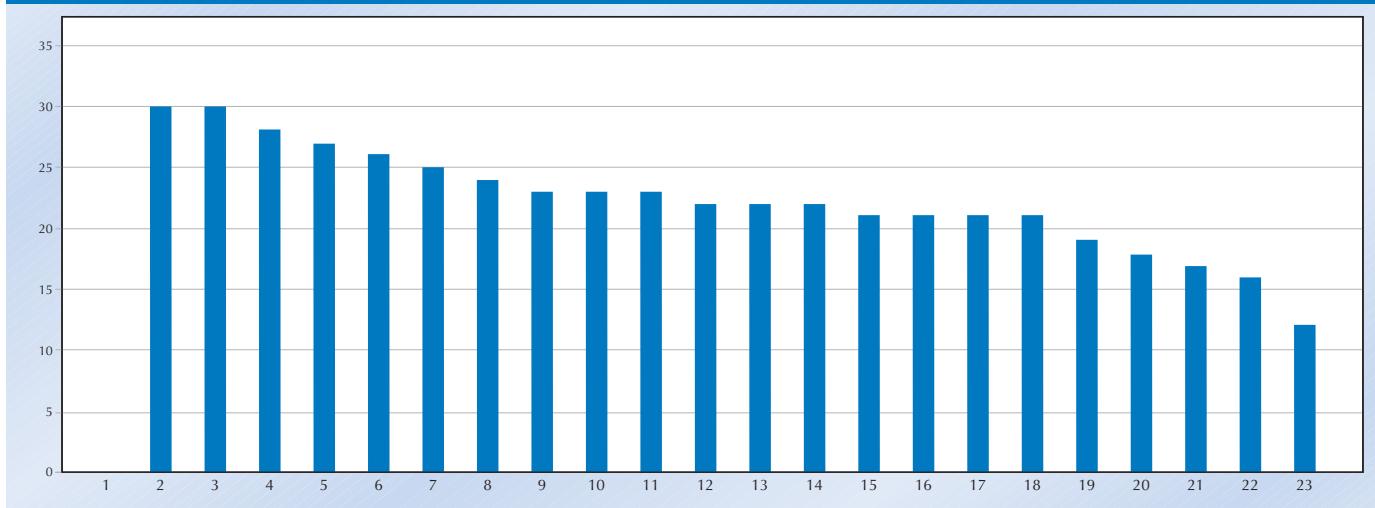


Team building assessments carried out over the years continue to affirm that Gender Links staff regard themselves as a winning team as their responses generally fall within the high task and high maintenance quadrant. The graph also shows that there is good progress in maintenance of the team. When outcomes of the 2006 and 2007 assessment are compared with that of 2009, there is more progression towards team maintenance. This may be attributed to an increase in the staff complement which means workload is better shared and the introduction of the wellness programme which aims to create a healthy work environment.

Creativity

The results of the 2009 assessment with regard to creativity are especially encouraging since creativity is key to innovation. Out of a total possible score of thirty, one scored below half, but two scored full marks and the majority either two thirds to three quarters of the total. This shows that, by and large, GL staff feel creative and motivated in their work. This trend is one that we seek to sustain and improve on as we contemplate an even greater work load, with high outcome expectations, in the years ahead.

GL team barometer 2009



SUSTAINABILITY

By Bridget Marango, Head of Finance and Administration

Income

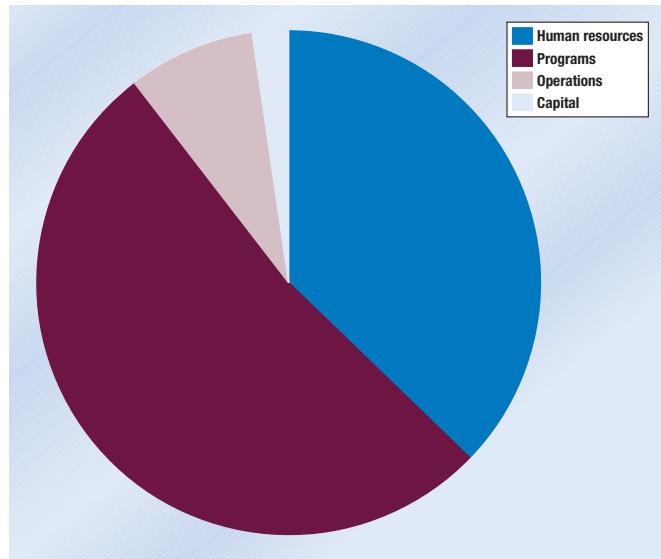
	2006-2007 -R	%	2007-2008 -R	%	2008-2009 -R	%
Carry over	4,026,940		3,206,833		4,953,910	
Donors	5,736,016	87%	8,832,923	89%	23,321,133	88%
Own	841,906	13%	1,137,132	11%	3,214,068	12%
Total new	6,577,922	100%	9,970,055	100%	26,536,201	100%
% increase			51%		166%	

At eight, GL has indeed taken giant strides towards improving its financial status and sustainability. The table shows that:

- Income has increased from R9.97 million in 2007/08 to R26.5 million in 2008/2009; a 166% increase due to GL becoming a recipient of the DFID Governance and Transparency and the MDG 3 Funds that GL applied for along with hundreds of NGOs around the world. These successes reflect the solid base that has been developed over a short space of time.
- At R3.2 million or 12% of total income, own income as a proportion of the total is a bit higher than that the previous year, underscoring the fact that despite our relatively more comfortable situation, GL is not resting on its laurels and continues to find ways of generating revenue that can be invested back in the organisation to help ensure sustainability in the future.

Expenditure patterns

With 37% of expenditure going to human resources; 52% to programmes; 8.1% to operations and 2.3% to capital, expenditure patterns remained within reasonable norms.



Consolidating donors

The 2007-2010 strategy set as a key objective obtaining more core funding, as well as basket funding arrangements with donors to reduce the management burden of multiple funding. We noted in a funding strategy document that accompanies the operational



guidelines however that 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 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.

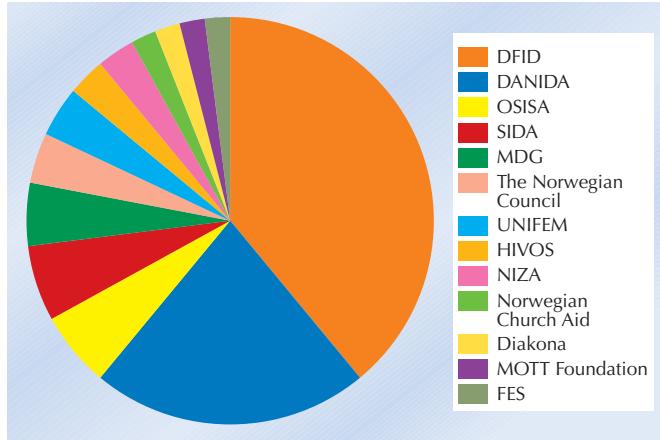
Against this background, there has been steady progress. We still do not have a basket funding arrangement, although this issue has now been raised several times with Nordic partners. In the meanwhile, we continue to work towards greater alignment and cohesion.

Key facts GL Donors 2007 — 2010

Donors	07/08	08/09	09/10
Total no.	14	15	13
Total no. with three year agreements	5	7	4
Total no of reports	23	27	23
Align with FY	6	7	7
Allow one audit at the same time	All except CAGE	All except MDG	All except MDG

The table shows that:

- GL still had 15 donors in 2008/2009. This is projected to decrease to 13 in 2009/2010.
- The total number of donors with which GL has agreements for three years or more has increased from five to seven. 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 27 compared to 23 last year.
- All our donors except the MDG Fund are amenable to one overall audit.



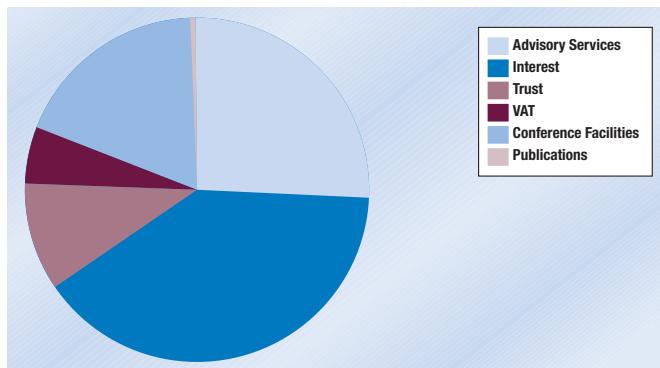
The graph shows that in 2008/2009, DFID was our largest donor (38%) followed by DANIDA (22%). Four donors accounted for 73% of our funding and 11 for the balance. GL now has three key bilateral donors: DFID, SIDA and DANIDA. This raises the question of to what extent we should be pursuing smaller donors. On the other hand GL is well advised to keep its funding portfolio diversified. There are also issues of loyalty and relationships that go beyond actual funding amounts. Several donors have been with GL from the outset and had faith in our work even as others doubted how sustainable it would be. They are a powerful lobby for us in the funding community.

Own Resources

The three year strategy sets out clear objectives for cost recovery and generation of own resources. The table shows that we continue to make steady progress on this front, with a 182% increase in own resources during the year under review.

Breakdown of GL own resources				
	2007/2008	%	2008/2009	%
- R			- R	
Advisory	284,057	25.0%	904,949	28.2%
Services				
Interest	433,586	38.1%	886,572	27.6%
VAT	258,656	22.7%	429,521	13.4%
Conference	150,573	13.2%	282,304	8.8%
facilities				
Publications	10,260	0.9%	10,722	0.3%
Trust	-	0.0%	700,000	21.8%
Total	1,137,132	100.0%	3,214,068	100.0%
% increase			182%	

The graph shows that advisory services, followed by interest, plus the dividends from the Trust Funds, account for the largest portion of own funds.



Challenges

- **Publications and other written resources/products:** We need to seek out more bulk sales possibilities. In particular, the time is right for putting in place a credit card payment system for all GL resources- publications, photos, and the Opinion and Commentary Service.
- **Advisory services:** The major growth potential is with advisory services. But as we have learned from painful experience, this poses major capacity constraints and adds to the financial management burden. GL's major commitment at the present time is to the City of Johannesburg project that has yielded major strategic benefits. With the encouragement of the board, other strategic opportunities will continue to be sought. In particular several of our donors have approached us about providing a package of institutional and systems support to their funding partners. This is a side of our work that we have not effectively leveraged up to now, and that we look forward to exploring.

Reserve funds/Endowment fund

The single most important decision with regard to sustainability in 2007/2008 concerned the creation of a R2 million endowment fund, as detailed in the report by the Chair. GL also strengthened its asset base through the purchase of the property next door. In the upcoming year we will closely monitor the performance of the endowment fund and seek to grow it to help provide the stability that a growing organisation requires.



What I have learned on the job

Joining Gender Links has proved to be one of the best highlights of my career. My quest for personal growth and enrichment has been met with satisfying opportunities. I have been exposed to challenges such as preparing for the annual audit in my first week; going through organisational assessments by DFID and Diakonia; establishing the GL endowment fund and being involved in the formulation of numerous spreadsheets and policies to name but a few. I remember my mentor, Michael Havenga (then our internal auditor) asking me why I had joined GL. When I said I sought new challenges and growth opportunities, he replied: "well in this place you will be challenged indeed!". He was right and I consider myself privileged to have had such a person as my mentor.

The ED's passion for institutional systems and her emphasis on adopting a daily attitude of consistency as projects are implemented is a blessing as it has a positive impact on the last link of the chain: finance and administration. I have learnt a lot from her from time management to assertiveness. She has taught me (and I am still learning) never to be a passive consumer. Her amazing strength and energy is exemplary and inspiring. There is always something new to share and I look forward to more and more skills transfer. - Bridget Marango.

INCOME STATEMENT FOR THE 4TH QUARTER ENDING FEBRUARY 09					
Source	Funds Received	Other Revenue - R	Interest Received - R	Total - R	Prior Year - R
Donor Funds				23,321,133	8,832,922
FES	254,271				
SIDA	598,500				
NIZA	803,559				
HIVOS	821,216				
OSFSA	150,000				
OSISA	1,417,530				
DANIDA	5,050,991				
NCA	1,061,763				
UNIFEM	859,380				
NCA	592,187				
MOTT Foundation	398,150				
Diakonia	448,442				
DFID	9,404,148				
SADC	242,540				
UNICEF	85,004				
MDG	1,133,452				
Sub Total	23,321,133	-	-	23,321,133	8,832,922
Other Revenue				1,897,975	538,845
Sale of Publications		10,722			10,260
Conference and Office Facilities		282,304			174,450
Reserve Fund - Amalungelo		700,000			-
Consulting Fees		904,949			354,127
Profit & loss on sale of assets					8
Interest Received		886,572	886,572	433,565	
Extraordinary Item				429,521	258,656
Value Added Tax Recovery		429,521			258,656
Total	23,321,133	2,327,496	886,572	26,535,201	10,063,988

EXPENDITURE STATEMENT FOR THE 4TH QUARTER ENDING FEBRUARY 09				
	2009	2008	2008	2008
Expense	Amount - R	%	Amount - R	%
Human Resources				
Staff	4,696,055	25.90%	2,279,165	27.25%
Partners/Consultants	2,080,973	11.48%	1,796,478	21.48%
Sub Total	6,777,028	37.38%	4,075,643	48.72%
Programmes				
Workshops	7,458,776	41.14%	2,172,409	25.97%
Publications & Productions	1,723,037	9.50%	826,403	9.88%
Conference Facilities	39,074	0.22%	23,878	0.29%
Website and IT Costs	155,725	0.86%	38,862	0.46%
Sub Total	9,376,612	51.72%	3,061,552	36.60%
Operational Expenses				
Audit Fees	-	0.00%	3,192	0.04%
Bank Charges	71,658	0.40%	41,874	0.50%
Cleaning	22,164	0.12%	15,356	0.18%
Courier & Postage	50,981	0.28%	49,850	0.60%
Depreciation	202,641	1.12%	128,066	1.53%
Electricity & Water	23,253	0.13%	17,556	0.21%
Entertainment	719	0.00%	5,636	0.07%
Equipment Maintenance	57,234	0.32%	24,628	0.29%
Governance	94,105	0.52%	64,170	0.77%
Insurance	45,064	0.25%	23,569	0.28%
Interest paid	758	0.00%	1,630	0.02%
IT Systems	136,414	0.75%	64,385	0.77%
Legal Fees	-	0.00%	1,291	0.02%
Motor Vehicle Expenses	9,370	0.05%	9,414	0.11%
Printing & Stationery	172,066	0.95%	97,534	1.17%
Publications	35,910	0.20%	-	0.00%
Registration Fees	-	0.00%	-	0.00%
Rent	57,244	0.32%	-	0.00%
Repairs & Maintenance	105,090	0.58%	56,074	0.67%
Security	7,140	0.04%	6,009	0.07%
Subscriptions	3,558	0.02%	1,499	0.02%
Staff Development	35,738	0.20%	-	0.00%
Staff Recruitment	23,922	0.13%	13,409	0.16%
Staff Welfare	26,944	0.15%	19,771	0.24%
Telephone & Fax	154,203	0.85%	95,330	1.14%
Travel	92,826	0.51%	62,679	0.75%
Wellness Programme	42,586	0.23%	-	0.00%
Sub Total	1,471,588	8.12%	802,922	9.60%
Capital Expenditure	505,119	2.79%	424,958	5.08%
Totals	18,130,347	100.00%	8,365,075	100.00%

Friedrich Ebert Stiftung (FES), Swedish International Development Agency (SIDA), Nederlands Instituut voor SA (NIZA), HIVOS Stichting (HIVOS), Open Society Foundation for SA (OSFSA), Open Society Initiative for Southern Africa (OSISA) The Danish Ministry for Foreign Affairs (DANIDA), Norwegian Church Aid (NCA), United Nations Development Fund for Women (UNIFEM), The Norwegian Council for Africa (NCA), Southern African Development Community (SADC), United Nations Childrens Fund (UNICEF), MDG 3, Millennium Development Goal 3 Fund of the Netherlands Government.

REPORT

AUDITOR'S REPORT



ACCOUNTANTS & AUDITORS

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Report of the Independent Auditors

To the shareholder of Gender Links (Association Incorporated Under Section 21)

We have audited the accompanying financial statements of Gender Links (Association Incorporated Under Section 21), which comprise the director's report, the balance sheet as at 28 February 2009, the income statement, the statement of changes in equity and cash flow statement for the year then ended, a summary of significant accounting policies and other explanatory notes, as set out on pages 5 to 14.

Director's Responsibility for the Financial Statements

The company's director is responsible for the preparation and fair presentation of these financial statements in accordance with the South African Statements of Generally Accepted Accounting Practice, and in the manner required by the Companies Act of South Africa, 1973. This responsibility includes: designing, implementing and maintaining internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with International Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the director, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of the company as of 28 February 2009, and of its financial performance and its cash flows for the year then ended in accordance with the South African Statements of Generally Accepted Accounting Practice, and in the manner required by the Companies Act of South Africa, 1973.

Accounting and Secretarial Duties

Without qualifying our opinion, we draw your attention to the fact that with the written consent of all shareholders, we have performed certain accounting and secretarial duties.

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

Per: FF
Weltevreden Park
19 March 2009

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Gender Links (Association Incorporated Under Section 21)

(Registration number 2001/005850/08)

Financial Statements for the year ended 28 February 2009

Balance Sheet

Figures in Rand	Note(s)	2009	2008
Assets			
Non-Current Assets			
Property, plant and equipment	2	1,952,661	1,650,183
Other financial assets	3	6,686,082	4,257,816
		8,638,743	5,907,999
Current Assets			
Trade and other receivables	4	196,818	99,308
Cash and cash equivalents	5	6,735,763	662,501
		6,932,581	761,809
Total Assets		15,571,324	6,669,808
Liabilities			
Non-Current Liabilities			
Funds received in advance	6	15,567,790	6,631,879
Current Liabilities			
Trade and other payables		3,534	37,929
Total Liabilities		15,571,324	6,669,808
Total Equity and Liabilities		15,571,324	6,669,808

Cash Flow Statement

Figures in Rand	Note(s)	2009	2008
Cash flows from operating activities			
Cash receipts from donors			
Cash paid to suppliers and employees and other income received		(21,763,621)	(9,712,495)
Cash used in operations	10	(765,912)	(340,736)
Interest income		888,873	433,565
Finance costs		(758)	(1,630)
Net cash from operating activities		122,203	91,199
Cash flows from investing activities			
Purchase of property, plant and equipment	2	(505,119)	(424,957)
Sale of property, plant and equipment	2	-	1,200
Net movement in financial assets		(2,479,733)	(1,337,300)
Net cash from investing activities		(2,984,852)	(1,761,057)
Cash flows from financing activities			
Net movement in funds received in advance		8,935,911	2,046,042
Net cash from financing activities		8,935,911	2,046,042
Total cash movement for the year		6,073,262	376,184
Cash at the beginning of the year		662,501	286,317
Total cash at end of the year	5	6,735,763	662,501

Gender Links (Association Incorporated Under Section 21)

(Registration number 2001/005850/08)

Financial Statements for the year ended 28 February 2009

Notes to the Financial Statements

Figures in Rand

2009 2008

2. Property, plant and equipment

	2009		2008	
	Cost / Valuation	Accumulated depreciation	Carrying value	Cost / Valuation
Land and buildings	1,471,091	-	1,471,091	1,253,584
Furniture and fixtures	127,193	(75,098)	52,095	98,121
Motor vehicles	126,076	(52,531)	73,545	126,076
Office equipment	234,268	(132,739)	101,529	141,433
IT equipment	466,819	(232,855)	233,964	307,954
Security system	42,913	(22,476)	20,437	36,073
Total	2,468,360	(515,699)	1,952,661	1,963,241
				(313,058)
				1,650,183

Reconciliation of property, plant and equipment - 2009

	Opening Balance	Additions	Depreciation	Total
Land and buildings	1,253,584	217,507	-	1,471,091
Furniture and fixtures	35,869	29,072	(12,846)	52,095
Motor vehicles	98,760	-	(25,215)	73,545
Office equipment	55,257	92,835	(46,563)	101,529
IT equipment	185,559	158,865	(110,460)	233,964
Security system	21,154	6,840	(7,557)	20,437
	1,650,183	505,119	(202,641)	1,952,661

Reconciliation of property, plant and equipment - 2008

	Opening Balance	Additions	Disposals	Depreciation	Total
Land and buildings	1,117,114	136,470	-	-	1,253,584
Furniture and fixtures	38,032	13,976	-	(16,139)	35,869
Motor vehicles	123,975	-	-	(25,215)	98,760
Office equipment	11,224	63,840	-	(19,807)	55,257
IT equipment	45,122	201,765	(1,192)	(60,136)	185,559
Security system	19,017	8,906	-	(6,769)	21,154
	1,354,484	424,957	(1,192)	(128,066)	1,650,183

Details of properties

Erf 613, Cyrildene Johannesburg

- Purchase price: 10 June 2005	950,000	950,000
- Additions since purchase ~ 2006	141,382	141,382
~ 2007	25,732	25,732
~ 2008	136,470	136,470
~ 2009	217,507	-
	1,471,091	1,253,584

A register containing the information required by paragraph 22(3) of Schedule 4 of the Companies Act is available for inspection at the registered office of the company.

ANNEX A: PUBLICATIONS AND PRODUCTIONS

PROJECT	Supplement/ articles	Book/ Training Manual	Fact sheets	Pamphlets	DVD/CD	POLICIES	DEBATES/ LAUNCHES/ AWARDS
SADC Gender Protocol Alliance							
Heads of State, August 2008		BU: Gender, Economy and the Media	X 10 Advocacy			1 X SADC Protocol on Gender and Development in three languages	Launch of Economic Justice Cluster
Strategy meeting			X 10 Folder and resource kit	X 3 Simplified Protocol in English, Portuguese and French X18 local languages	1X Roadmap to Equality	1 x Alliance institutional guidelines	
Gender and media							
MAP on HIV and AIDS and Gender		3 X "HIV and AIDS, Gender and the Media" for DRC; Madagascar and Seychelles	3X HIV and AIDS, Gender and the Media for Francophone countries			131 x media houses HIV and AIDS policies; 16 draft policies	• Launch of MAP policies on World AIDS Day in 10 SADC countries • Second SPI-MAP HIV and AIDS and Gender Institutional Excellence Awards
Regulatory Authorities Business Unusual in DRC and Madagascar	2 x BU supplements in DRC and Madagascar				1 x Training	1 X Media Council of Tanzania	
Gender, Media and Elections Training			3 x Media and elections 3 x WIP and media		1 x At the Coalface		
Media Literacy				1X GMDC 1 X VRC			5 x Graduation ceremonies
Gender and Media Diversity Centre		X 1 issue GMDJP Elections and Diversity		1X Opinion and Comm	1 X VRC CD ROM		6 x debates in South Africa; Zambia and Zimbabwe leading to a gender and leadership checklist.
Opinion and Commentary Service	114 articles used 399 times						
GEM Summit Overview	1 X Summit newspaper	1x GMDJ: Critical Consumers; Responsive Media					1 X Gender and Media Awards
Gender justice							
National Action Plans						3 x NAPS in Lesotho, Madagascar, Mozambique	
Strategic communications						5 x draft communications strategies for NAPS in Botswana, Mauritius, Namibia, Seychelles and Swaziland	
Sixteen Days	51 I Stories	4 country I Stories books	8 x GBV		1 X Tjoon in radio CD		Take Back the Night March
Gender and governance							
		2x At the Coalface Zambia and Botswana	2 x gender and local government in Zambia and Botswana		1 X At the Coalface, Gender and Governance	2 x national gender and local government strategies in Botswana and Zambia	2 x book launches.
		4X Training manuals, SA, Mauritius, Namibia, Lesotho				32 x local gender action plans in four countries	
Advisory services							
City of Johannesburg						1 x draft workplace gender policy	
SADC Secretariat		Gender Mainstreaming Resource Kit				1 x draft workplace gender policy	

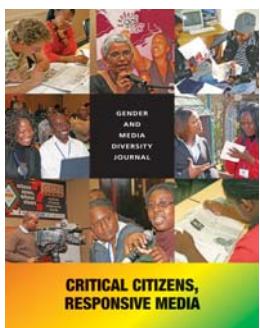
ANNEX B: WORKSHOP STATISTICS

Workshop	Date	Country	Partners	M	F	U	Total
GENDER AND MEDIA							
RESEARCH							
Glass Ceiling							
Training meeting	5 - 6 June	South Africa	GEMSA and GMDC	3	13	0	16
Review meeting	11-Aug	South Africa	GEMSA and GMDC	3	11	0	14
Mirror on the Media							
Tabloid research							
Report Launch	13-Mar	South Africa	GEMSA, GMDC	17	37	0	54
Report Launch	14 -16 Apr	Mauritius	MWO-GEMSA	27	24	0	51
Community media							
Reference Group meeting	13-Aug	South Africa	GEMSA, GMDC	6	4	0	10
POLICY MAP							
Map facilitator meetings							
Mtg linked to MPC	12-Mar	South Africa		4	5		9
	12-Mar	South Africa	MISA,SAEF,SAFAIDS, Panos, IAJ, GEMS, SIDA	6	10		16
MAP partner mtg MPC	10-Aug	South Africa	GEMSA	4	8	0	12
Newsroom							
Canal de Moçambique	11-Apr	Mozambique		4	2	0	6
Zodiac Broadcasting Radio in house workshop	22-Apr	Malawi		7	2	0	9
Dzimwe Community Radio in house workshop	25-Apr	Malawi		4	3	0	7
Transworld Radio in house Workshop	13-May	Malawi		2	3	0	5
The Rising Sun Daily News in house workshop	10-May-08	Seychelles		0	3	0	3
MAP Group in house Workshop – Peacock Hotel	12 – 13 May 08	Tanzania		15	8	0	23
MBC Gender HIV/Aids in house workshop	21 – 23 May 08	Mauritius	MWO-GEMSA	8	15	0	23
STV/Radio SFM/O Pais	26 – 27 May 08	Mozambique		26	3	0	29
Escorpião in house workshop	03-Jun-08	Mozambique		11	1	0	12
Radio Live in house Workshop	11-Jun-08	Namibia		2	0		2
MAP Tanzania Group Workshop	21-22 July 08	Tanzania		3	7		10
MBC (Malawi) Inhouse workshop (awards)	28-30 July 08	Malawi		10	5		15
Swazi Observer Audience Report Meeting	20-Aug-08	Swaziland		4	3		7
The Times of Swaziland	20-Aug-08	Swaziland		2	1		3
Voice of the Church – Manzini	21-Aug-08	Swaziland		2	2		4
La Sentinel Group – Mauritius	01-Sep	Mauritius		8	9		17
Samedi Plus – Mauritius	02-Sep	Mauritius		4	5		9
Le Dimanche - Mauritius	09-Sep	Mauritius		1	0		1
Impact News - Mauritius	09-Sep	Mauritius		0	1		1
Yatsani Community Radio – Zambia	24-Sep	Zambia		3	0		3
Radio Phoenix - Zambia	25-Sep	Zambia		2	1		3
MAP DRC Group Workshop	17-Oct	DRC		4	12		16
MAP DRC Group Workshop	18-Oct	DRC		2	14		16
World AIDS Day Policy launches							
DRC	01-Dec	DRC	UCOFEM				0
Lesotho	01-Dec	Lesotho	MISA	9	9		18
Madagascar	01-Dec	Madagascar				30	30
Malawi	01-Dec	Malawi	SAEF	10	8		18
Mozambique	01-Dec	Mozambique				30	30
Namibia	01-Dec	Namibia	MISA	4	4	7	15
Swaziland	01-Dec	Swaziland	MISA/GEMSWA	4	20		24
Tanzania	01-Dec	Tanzania	MISA	23	32	2	57
Zambia	01-Dec	Zambia	PANOS/MISA/GEMSA	17	11		28
WAD Cyber diaogue							
Zambia	01-Dec	Zambia	GEMSA	6	2		8
Launch of Madagascar Baseline Study	09-Jun-08	Madagascar	MWO-GEMSA	21	21	0	42
Launch of Seychelles Baseline Study	07-May-08	Seychelles		8	11	0	19
Media Action on HIV & AIDS	11-Jun-08	Madagascar	MWO-GEMSA	4	7	0	11
MAP Group in house Workshop	10-Jun-08	Madagascar	MWO-GEMSA	5	12	0	17
MAP Group In House Workshop	17-Oct-08	DRC	UCOFEM-GEMSA	4	12	0	16
MAP Group In house workshop	18-Oct-08	DRC	UCOFEM-GEMSA	2	14	0	16
Gender and media regulation							
Media council of Tanzania Gender code of ethics workshop – Peacock hotel	14 – 15 May 08	Tanzania		11	11	0	22
Policy and Regulation cluster meeting	11-Aug-08	South Africa		12	16		28
TRAINING							
BU							
Book launch	13-Aug	South Africa		5	73		78
BU DRC	19 - 23 Jan 09	DRC		5	23		28
Gender, elections, media							
Blantyre Workshop	10 November, 08	Malawi		18	3		21
Newsroom training Blantyre Newspapers limited	11 November, 08	Malawi		3	3		6
Newsroom training Nation Publications Limited	11 November, 08	Malawi		3	3		6
Television Malawi	12 November, 08	Malawi		7	7		14
Newsroom Malawi Broadcasting Corporation	12 November, 08	Malawi		5	8		13
Newsroom training Joy Radio	13 November, 08	Malawi		5	3		8
Newsroom training Capital FM	13 November, 08	Malawi		4	4		8
Newsroom training Power 101	14 November, 08	Malawi		5	3		8
Women in Politics and the Media Workshop	17-18 November 08	Malawi		4	17		21
Gender, media and elections workshop for community media	14 January, 09	Western Cape, South Africa	IEC / NCRF	18	18		36
Gender, Media and Elections	9 February 09	Botswana		2	15		17
Newsroom training, Botswana Radio	10 February, 09	Botswana		1	3		4
Cape Town Newsroom training	10 February, 09	South Africa		3	5		8
Stellenbosch Newsroom training	10 February, 09	South Africa		8	15		23
Newsroom training, Yarona FM	11 February , 09	Botswana		2	2		4
Newsroom training , The Echo	11 February , 09	Botswana		2	0		2
Women in Political and the Media	12 February, 09	Botswana		11	18		29
Independent Newsroom training	12 February, 09	South Africa		1	7		8

Workshop	Date	Country	Partners	M	F	U	Total
SANEF - Durban Elections, Gender and Media training Newsroom training , Information Services	13 February, 09 13 February, 09	South Africa Botswana		3 10	6 8		9 18
GMDC			GEMSA GMDC				
Reference Group Meetings							
GMDC Adv group meeting	12-Mar-08	South Africa	GMDC	7	11		18
GMDC Adv group meeting, int'l	10-Aug	South Africa		4	13		17
GMDC Advisory grop meeting	19-Feb-09	South Africa		6	8		14
Seminars							
GMDC Seminar and cyber dialogue, media activism Girl Child Seminar and Cyber dialogue	07-May-08 29-May-08	South Africa South Africa	Cyridene Pri Sch; Thamsang sec sch GMDC	0 1	9 20		9 21
Gender & Xenophobia planning meeting Gender & Xenophobia Seminar	19-Jun-08 29-Jul-08	South Africa South Africa	SALGA Gauteng; CSVG; ISS; Ekurhuleni Metro; GMDC	0 11	5 42		5 53
GMDC 5th Seminar: The Great Debate	19-Feb-09	South Africa		7	13		20
WRITE ABOUT RIGHTS							
Planning meeting	13-Aug	South Africa		8	17		25
French Write about writes Commentaries workshop	16 - 18 Feb 09	South Africa		3	5		8
MEDIA WATCH			GMDC and GEMSA GMDC				
Media literacy							
TOT	10 - 12 March 08	South Africa	GMDC and GEMSA	7	14		21
Ekurhuleni	20-Jun	South Africa	GMDC and GEMSA	2	17		19
Namibia	16-28 June 08	Namibia	GMDC and GEMSA	10	9		19
Botswana	2 June - 4 August 08	Botswana		3	14		17
Mauritius	24 May - 2 August 08	Mauritius		8	12		20
Botswana Graduation	04-Aug	Botswana		25	13		38
Mauritius Graduation	03-Sep	Mauritius					
Namibia Graduation	01-Aug	Namibia	Con Hill	19	16		35
Media literacy - North West	15 Nov - 3 Dec 08	South Africa		6	12		18
Media literacy graduation	10-Dec	South Africa		13	24		37
Media Literacy Planning meeting	16 - 18 Feb 09	South Africa		4	21		25
Local course							
Module 1	02-Oct	South Africa		8	18		26
Module 2	09-Oct	South Africa		9	16		25
Module 3	16-Oct	South Africa		6	15		21
Module 4	16-Oct	South Africa		7	15		22
Module 4	23-Oct	South Africa		7	15		22
Module 5	30-Oct	South Africa		8	15		23
Module 6	06-Nov	South Africa		8	13		21
Module 7	08-Nov	South Africa		4	14		18
Module 8	13-Nov	South Africa		8	10		18
Module 9	20-Nov	South Africa		6	9		15
Module 10	27-Nov	South Africa	GEMSA	6	14		20
GEM SUMMIT			GEMSA				
Awards	10-Aug	South Africa		58	98		156
Summit	11-12 August 08	South Africa		58	98		156
Sub total							2156
GENDER JUSTICE			Ministry of Gender, WLSA, UNFPA				
National Action Plan							
Lesotho National Action Plan workshop	5-7 May 08	Lesotho		8	33		41
Madagascar NAP	16-Jun-08	Madagascar		9	28		37
Seychelles NAP	11-13 June 08	Seychelles		8	24		32
Mozambique NAP	30-Jun-08	Mozambique		9	12		21
GBV Indicators workshop	10-11 July 08	South Africa		1	13		14
Developing GBV Indicators	06-Feb-09	South Africa		1	12		13
I Stories							
"I" Stories workshop	20-Sep	South Africa		1	16		17
"I" Stories workshop	04-Oct	South Africa		1	16		17
16 Day Cyber dialogues							
Cyber dialogues planning meeting	3-4 November	South Africa		13	33		46
Cyber dialogues online Chats							
Media - French	14-Nov	South Africa					20
- English	14-Nov	South Africa					20
Finance/GBV - English	20-Nov	South Africa					50
- French	20-Nov	Zambia	Ekurhuleni/Con hill				56
Taking stock	24-Nov	South Africa	Ekurhuleni/Con hill				18
Speaking Out - Nguni	25-Nov	South Africa					49
- French							6
- English							8
- Sotho							56
Trafficking	28-Nov	South Africa					6
World Aids Day - English	01-Dec						51
- French							56
Making IT work - English	02-Dec						12
- French	03-Dec						27
Int'l disabled	04-Dec	South Africa					14
Taxi violence - English	05-Dec	South Africa					15
Elections	09-Dec	South Africa					18
Xenophobia	10-Dec	South Africa					55
Int'l Human Rights - English		South Africa					13
- French							44
- SeSotho							9
- Nguni							1
Cyber dialogues Face to face discussions							3
Regional - all 14 countries GL works in				430	818		3300
Strategic Communications workshops							2052
South Africa Strat Comms & IT capacity building	6 - 8 October	South Africa		8	11		19
Namibia Strat Comms & IT capacity building and media seminar	13 - 16 October	Namibia		8	21		29

Workshop	Date	Country	Partners	M	F	U	Total
Swaziland Strat Comm workshop	27- 30 October	Swaziland	MWO- GEMSA;	3	23		26
South Africa working meeting on GBV indicators	4th October	South Africa	Ministry of Women's affairs		14		14
Mauritius Strat Comms training	17- 20 November	Mauritius	Ministry of Women's affairs	5	23		28
Botswana Strat comms	3- 6 November	Botswana			5	23	28
Sub total							4269
GENDER AND GOVERNANCE							
Local government — Gender action plan workshops							
Pamlemousses/Riviere du Rempart District Council	14 – 16 April	Mauritius	MWO SALGA, DPLG	27	24		51
Free State (Bloemfontein)	21 – 23 April	SA	SALGA, DPLG	14	30		44
Mpumalanga (Middleburg)	5 – 7 May	SA	ALAN	10	11		21
Keetmanshoop (Karas region)	12 – 14 May	Namibia	SALGA, DPLG	14	13		27
Mariental (Hardap and Omaheke)	15 – 17 May	Namibia	SALGA, DPLG	14	27		41
Northern Cape (Upington)	19 – 21 May	SA	MWO	11	15		26
Western Cape (Bellville)	26 – 28 May	SA	SALGA, DPLG	8	22		30
BeauBassin/ Rosehill	30 – 31 May	Mauritius	ALAN	12	17		29
Gauteng (Ekurhuleni)	2 – 4 June	SA	ALAN	6	28		34
Rundu (Kavango and Caprivi regions)	9 – 11 June	Namibia	SALGA	8	7		15
Otjiwarongo (Otjozondjupa and Oshikoto)	12 – 14 June	Namibia	SALGA, DPLG	12	12		24
North West (Ganyesa)	30 June – 2 July	SA	ALAN	7	14		21
Limpopo (Polokwane)	7 – 9 July	SA	ALAN	14	16		30
Ongwediva (Ohangwena, Omusati and Oshana)	9 – 11 July	Namibia	MWO	13	18		31
Walvisbay (Erongo and Kunene)	14 – 16 July	Namibia	SALGA, DPLG	18	27		45
Moka/ Flaq	17 – 18 July	Mauritius	MWO	19	11		32
Eastern Cape (East London)	21 – 23 July	SA	SALGA, DPLG	15	18	2	33
Grandport/Savanne	25 – 26 July	Mauritius	Ministry of Gender,	24	12	1	37
KZN (Richards bay)	28 – 30 July	SA	WLSA, PHELA,	18	52	5	75
Leribe	25 - 27 August	Lesotho	Ministry of local govt	23	11		34
			MWO				
Black River	28 - 29 August	Mauritius	Ministry of Gender,	22	14		36
Mohale's Hoek	8 - 10 September	Lesotho	WLSA, PHELA,	26	17		43
			Ministry of local govt				
Vacoas Phoenix	11 - 12 September	Mauritius	MWO	11	33		44
Maseru	15 - 17 September	Lesotho	Ministry of local govt	14	16		30
			MWO				
Port Louis	8 - 9 October	Mauritius	Ministry of Gender,	16	24		41
Curepipe	13 - 14 October	Mauritius	WLSA, PHELA,	8	14	1	22
Mafeteng	28 - 30 October	Lesotho	Ministry of local govt	12	16		28
			FPFE				
Training researchers - Madagascar	30 - 31 October	Madagascar		6	3		9
Qacha's Nek	5 – 7 November	Lesotho		17	13		30
Msunduzi Municipality	11-12 November	SA		7	19		26
Quthing	12 – 14 November	Lesotho	Ministry of Gender,	16	21		37
Zambia LG roundtable	23 January 09	Zambia	WLSA, PHELA,	5	3		8
Berea and Butha-Buthe	2 - 4 February	Lesotho	Ministry of local govt	16	25		41
			MWO				
Quatre Bornes	4 - 5 February 09	Mauritius	WLSA Zambia, LGAZ	9	17		26
Zambia launch of At the Coalface	9 February 09	Zambia	WLSA Zambia, LGAZ	22	44		66
Zambia LG strategy workshop	9 - 12 February 09	Zambia	BALA	13	34		47
Botswana launch of At the Coalface	9 February 09	Botswana	BALA	33	43		76
Botswana LG strategy workshop	9 - 12 February 09	Botswana	UNHABITAT	25	30		55
Training of trainers	23 - 26 February	South Africa	Ministry of Gender,	9	22		31
Mokhotlong	23 - 25 February	Lesotho	WLSA, PHELA,	13	12		25
			Ministry of local govt				
City of Johannesburg Gender Policy Workshop	23 - 24 February	South Africa	Alliance	9	38		47
SADC and Gender							
SADC Alliance meeting – HOS	14-16 Aug	SA		5	65		70
Sub total							1518
ADVISORY SERVICES							
SADC Mainstreaming							
SADC Workplace Gender Policy Workshop	5-6 May	Botswana		9	9		18
Food Agriculture and Natural Resources (FANR) Directorate	12-May	Botswana		7	10		17
Gender mainstreaming workshop							
Social and Human Development & Special Programmes (SHD & SP) Directorate mini Gender Mainstreaming Workshop	20-May	Botswana		2	4		6
Infrastructure and Services (I & S) Directorate Mini Gender mainstreaming workshop	20-May	Botswana		6	4		10
Human Resources and Administration Units Mini Gender mainstreaming workshop	23-May	Botswana		5	18		23
Testing Workshop SADC Gender Mainstreaming Toolkit	29-30 May	Botswana		5	7		12
Trade Industry Finance and Investment (TIFI) Directorate	03-Jun	Botswana		3	4		7
Mini Gender mainstreaming workshop							
Trade Industry Finance and Investment (TIFI) Directorate	03-Jun	Botswana		3	4		7
Mini Gender mainstreaming workshop							
UNICEF							
Draft report workshop	19-Mar	South Africa	City of Joburg	3	10		13
Final presentation	16-Apr	South Africa		7	21		28
Strategy meeting with political heads	26-May	South Africa		4	7		11
Sub total							152
Total Yr 08					971	1713	2684
Total Yr 09					1961	3417	2717
Percentage Yr 08		Percentage Yr 08			36%	64%	
Percentage Yr 09		Percentage Yr 09			36%	64%	

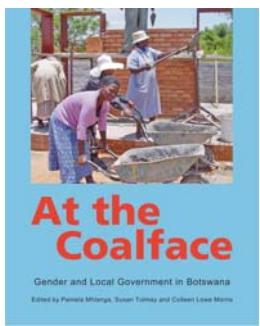
ANNEX C: PUBLICATIONS



The Southern Africa Media Diversity Journal 5

Edited by Deborah Walter

Under the theme, "Whose news, whose views? Critical citizens, responsive media," the 11-12 August Summit held in Johannesburg highlighted how citizens are becoming more critical of, and engaged with, the media that reflects and shapes their world, and how media is being influenced because of these voices. This fifth issue of the Gender and Media Diversity Journal shares a selection of case studies and papers presented at the GEM Summit 2008. These are complimented by articles produced by journalists for the the daily conference newspaper, further highlighting voices, opinions, and insights from participants.

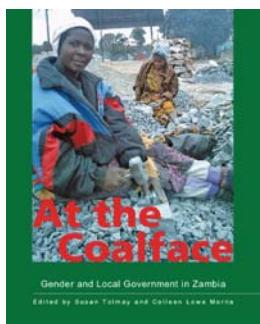


At the Coalface - Gender and Local Government Botswana

This report is part of the second phase of the research project that led to the Gender Links (GL) publication: *At the Coalface: Gender and Local Government in Southern Africa*. The aim of the second phase is to extend the research on gender and local government to all of the Southern African Development Community (SADC) countries. The first phase of the research was conducted in four countries: Lesotho, Mauritius, Namibia and South Africa.

The research conducted in Botswana in 2008 involved 59 councillors in 5 localities participated in interviews and 48 women and men in focus group meetings. Their views and voices bring this report to life and vividly illustrate the importance of local government in the governance of the country, and why gender should be at the heart of this process

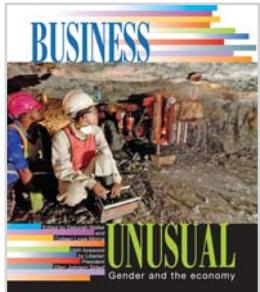
The evidence gathered in this research shows that even in their small numbers women in Botswana bring different perspectives and interests to local governance, and demonstrate a high level of commitment. They are concerned about every day issues – safety and security, education, infrastructure development. People appreciate their hard work, accessibility, empathy and strong community ties. Both male and female councillors were unanimous that more women are needed to make development and democracy at local government level vibrant and real.



At the Coalface - Gender and Local Government Zambia

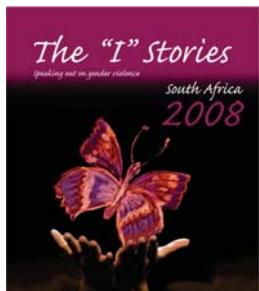
An extension to the original study, "At the Coalface: Gender and Local Government" that covered four SADC countries (South Africa, Namibia, Lesotho and Mauritius) this report demonstrates both the challenges and possibilities at the local level. The lesson from the first study is that no country in the region is likely to make the SADC targets without adopting special measures. The example of Lesotho, which has a FPTP system at the local level but adopted a system of reserved seats for women that are rotated with every new election is pertinent to Zambia which has a similar electoral system. With 58% women in local government, Lesotho is living proof that change is possible.

The evidence gathered in this research shows that even in their small numbers women in Zambia bring different perspectives and interests to local governance. They are concerned about every day issues - health, education, land and waste disposal. They are seen as hard working; accessible; close to the people and to local issues. How much more value could women add if only there were more of them! Male councillors and constituents agreed that this is a goal to strive for.



Business Unusual - Gender, media and the economy in Southern Africa

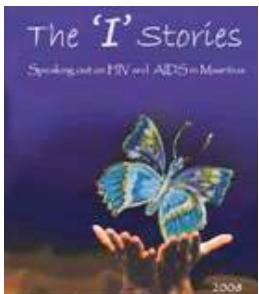
As a region, the Southern African Development Community (SADC), is increasingly recognising that development - economic, social, and political - requires a conscious awareness of how different strategies and choices affect the lives of all citizens, both women and men. Yet the gender dimensions of macroeconomic policy, budgets, trade, work and business are among the least understood by policy makers, decision-makers and the media. This book sets out to explore some of these issues. By looking at topics such as the hidden economies of care, the world of work and enterprise, development, globalisation and trade, budgeting and governance, this book offers unique perspectives on gender, the economy and business.



The 'I' Stories: Volume 4, 2008

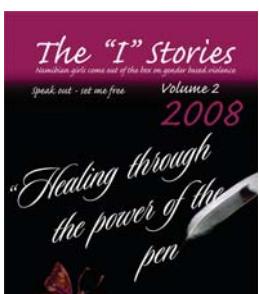
This year's "I" stories were launched at Constitution Hill Jail Number 4 on the sidelines of a conference on domestic violence: "South African Domestic Violence Act: Lessons from a Decade of Legislation and Implementation" The conference is being hosted by CSVR working with other Gender NGOs.

"I" stories are part of an annual series of first hand accounts that are produced by Gender Links of mostly women who have experienced abuse directly or have in some way been touched by gender violence. This provides a platform for women to speak out against abuse. In the past one regional booklet has been produced each year. This year four countries (Mauritius, Namibia, South Africa and Swaziland) have produced country specific "I" stories booklets and will be launched in-country.



The 'I' Stories: Mauritius 2008

This series of the "I" Stories – speaking out on HIV and AIDS are personal testimonies of all these brave mothers, fathers, children, women, men, couples and carers who are infected and affected by the virus. They have all agreed to break the silence in the hope that their stories will help Mauritians at large to understand what it means to live with the virus and to encourage people to come out and disclose their status.



The 'I' Stories: Namibia 2008

This is the second year that the Namibian "I" Stories will be reaching the streets of Namibia and other Southern African Development Community (SADC) countries. For 2008, GEMSA and its partners chose to highlight the negative impact gender based violence has on young girls. Violence in various forms affects the progress of young girls, especially since it is often family members and others close to them responsible for the abuse. Giving girls the space they need to come out of the box is a campaign strategy to open up space for young women, and break barriers around violence against girls in the country.



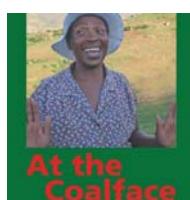
HIV and AIDS and Gender Baseline Study 2008

As part of the extension of the Media Action Plan on HIV and AIDS and Gender, to Francophone countries, Gender Links has announced a comprehensive new report on gender, HIV and AIDS in the DRC, Madagascar and Seychelles. Each research is tailor made to suite the specific country.

AUDIO VISUAL MATERIAL



Roadmap to equality
40 minute DVD on the SADC Gender Protocol



At the Coalface
40 minute DVD on Governance in Southern Africa



Tjoon In
CD On the 16 Days of Activism to end gender violence

GENDER LINKS FOR EQUALITY AND JUSTICE

VISION

GL is committed to a Southern Africa in which women and men are able to participate equally in all aspects of public and private life.

MISSION

This vision is achieved through three closely linked programmes: media, governance and gender justice. Working with partners at local, national, regional and international level, GL aims 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.

This mission is achieved by:

- Identifying gender gaps in our areas of work.
- Conducting research.
- Focusing on key strategic issues.
- Running pilot projects with a view to cascading these across the region by working with a broad range of partners.
- Developing training and advocacy materials in a collaborative way.
- Building regional, national and local capacity and action plans.
- Creating synergies to sustain the work.
- Monitoring and evaluating progress using appropriate regional and international instruments.



Let's Grow office launch, May 2009.



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