



## ANNUAL REPORT



MARCH 2009 - FEBRUARY 2010



## 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 participate equally in all aspects of public and private life in accordance with the provisions of the Southern African Development Community (SADC) Protocol on Gender and Development. With its headquarters in Johannesburg, South Africa, satellite offices in Mauritius and Botswana, and project sites in Lesotho, Madagascar, Namibia, Swaziland, Zambia, and Zimbabwe. 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. In the coming year a seventh cluster on women and peace building will be formed.

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 shared annually. GL is currently involved in a cutting edge research project to develop indicators for measuring 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 and Aids; survivors of gender violence and women councilors 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 the Gender and Media E Community which includes GL's list serve, website, data base of close to 5000 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](http://www.genderlinks.org.za)*)

# CONTENTS

## Contents

### OVERVIEW AND GOVERNANCE

Chairperson's Report by <i>Dr Muna Ndulo</i>	3
Executive Director's Report by <i>Colleen Lowe Morna</i>	8
Communications by <i>Mukayi Makaya-Magarangoma</i>	11



### STRATEGIC POSITIONING

GL's Vision 2020	13
------------------	----

### PROGRAMME OF ACTION

<b>OVERVIEW</b> <i>by Kubi Rama, Director of Programmes</i>	20
--	----



### SOUTHERN AFRICA GENDER PROTOCOL ALLIANCE

<i>by Loveness Jambaya Nyakujarah, Alliance and Partnerships Manager</i>	21
--	----

<b>GENDER AND MEDIA PROGRAMME</b>	25
Media research and policy by <i>Dumisani Ghandi</i>	26
Media training by <i>Sikhonziile Ndlovu-Maphosa</i>	29
Gender elections and the media: Whose news, whose future? <i>by Loga Virahsawmy, Director Francophone and Mauritius Office</i>	31
Gender in media education? by <i>Pat Made, GL Board and Exco Member</i>	32
Gender in media education in Mozambique <i>by Ruth Ayisi</i>	33



<b>GENDER AND MEDIA DIVERSITY CENTRE</b>	34
<i>by Jennifer Elle Lewis, GMDC Manager</i>	36
<i>Soccer 2010 by Saeanna Chingamuka</i>	

<b>GL OPINION AND COMMENTARY SERVICE</b>	37
<i>by Deborah Walter</i>	



<b>GENDER JUSTICE PROGRAMME</b>	40
<i>by Kubi Rama</i>	
The gender based violence indicators project	42
<i>by Nwabisa Jama Shai</i>	
16 Days 2009	44
Speaking out can set you free	45
<i>by Colleen Lowe Morna</i>	
Local government and gender justice summit	46
<i>by Abigail Jacobs-Williams</i>	
Governance programme by <i>Susan Tolmay</i>	47

# CONTENTS

## COUNTRY OFFICE REPORTS

Botswana Report by Keabonye Ntsabane	49
Lesotho Report by Mpho Mankimane	51
Mauritius Report by Loga Virahsawmy	52
Namibia Report by Sarry Xoagus-Eises	54
Swaziland Report by Jabu Ndzingane	55
Zambia Report by Faides Nsofu	56
Zimbabwe Report by Priscilla Maposa	57
Strengthening GL's lusophone base by Eduardo Namburete, GL Board Member	58



## PARTNERS

by Loveness Jambaya Nyakujarah, Alliance and Partnerships Manager	59
---	----



## INSTITUTIONAL STRENGTHENING

Human resources by Vivien Bakainaga, Human Resources and Administration Officer	61
The Gender Links internship programme by Jennifer Lewis and Saeanna Chingamuka	63
Promoting wellness by Vivien Bakainaga and Mukayi Makaya-Magarangoma	65
Body, mind and soul by Scholastica Kimaryo, GL Deputy Chairperson and Exco Member	66
Physical infrastructure by Bridget Marango and Vivien Bakainaga	67
Electronic infrastructure by Mwendabai Yeta Mkhize, Systems Administrator	68



## MONITORING AND EVALUATION

by Susan Tolmay, M&E and Advisory Services Manager	69
--	----



## FINANCE AND SUSTAINABILITY

Cost recovery and marketing by Mukayi Makaya-Magarangoma	77
GL services: looking to the future by Pinkie Mekgwe, Board Member	78
Finance report by Bridget Marango, Head of Finance and Administration	79

## AUDITOR'S REPORT

ANNEX A: Workshop statistics	85
ANNEX B: GL publications report	91

# OVERVIEW AND GOVERNANCE

## CHAIRPERSON'S REPORT

By Dr Muna Ndulo, Chair of the Gender Links Board



In August 2008, SADC Heads of State signed the SADC Protocol on Gender and Development, after a long journey walked together by governments and NGOs. This is the only sub-regional instrument of its kind that brings together all existing regional and international instruments into one framework with 28 targets and timeframes for achieving gender equality.

It is now almost two years since the adoption of the Protocol, and we find ourselves at the momentous turn of the decade. 2010 is a significant year for many reasons. It is:

- The 15<sup>th</sup> anniversary of Beijing Plus Fifteen.
- The tenth anniversary (and review year) for the Millennium Development Goals.
- The thirtieth anniversary of SADC.
- The launch of the African Decade for Women.
- A significant benchmarking year for the SADC Protocol on Gender and Development.
- The year that the Soccer World Cup comes to Africa for the first time!

### Rights, opportunities and outcomes

The theme for this year's International Women's Day was *equal rights; equal opportunities: progress for all*. I would like to add to that an important question: even assuming we have achieved *equal opportunities*, *have we achieved equal outcomes?* In many respects we have won the easy battles: laws, constitutions, more women in politics etc: outward trimmings of progress. But the question is: have these made a difference to the lives of so-called ordinary women?

While there has been some visible progress in attaining gender equality in the fifteen countries of the Southern African Development Community, notably in education and political decision-making, there is still a long way to go to achieve the 28 targets of the SADC Protocol on Gender and Development.

Two SADC members (Botswana and Mauritius) have not yet signed the Protocol and the majority have not yet ratified the ground-breaking instrument. Mindful that there are only five years to go for these targets to be achieved, the Southern African Gender Protocol Alliance has compiled baseline data at country and regional level against which progress will be monitored and evaluated by civil society as part of its watchdog function.

The SADC Gender Protocol Barometer finds big variations between countries in all the indices. For example, Mauritius has the region's lowest maternal mortality with only 13 deaths per 100, 000 compared to 1400 per 100 000 in Angola (one of the highest rates in the world). Yet with 37% women in politics, Angola has the second highest proportion of women in politics in the region while Mauritius at 17% in national and 6.4% in local government is near the bottom of the regional league on this front.

On the health front, the HIV and AIDS pandemic has become one of the major obstacles to sustainable development. This includes erosion of productivity in the work place, food insecurity and the livelihood asset base, decreased access to education and other productive assets thereby exacerbating poverty. Women constitute the majority of those infected by the virus, as well as those whose time and effort is now called on, with no compensation or remuneration, to provide care for those living with AIDS.

At a social level, migration has become an important and divisive issue in the region. The major economy in Southern Africa, South Africa, was host to nearly two million asylum seekers in 2008. The ongoing crisis in Zimbabwe continues to generate mass movements of people within the region, while thousands of southern Africans seek other opportunities in the UK, US and elsewhere.



Debating progress at the Tanzania Gender Festival in 2009.  
Photo: Colleen Lowe Morna

their capacity and their ownership of strategies for development. Poverty remains a major challenge for the region, especially among women and children. With regard to women's rights, despite numerous commitments to gender equality in Southern Africa, women remain under-represented in all areas of decision-making and constitute the majority of the poor, the voiceless and the dispossessed. Under the customary law that continues to govern the daily lives of most women contrary to the provisions of modern laws, women remain minors all their lives, unable to own or inherit property.

Harmful practices which threaten the physical integrity of women and girls are occurring every day. Women struggle to access justice. Customary law further undermines access to justice. In many SADC countries, girls marry from the onset of puberty. Widows throughout the SADC region are vulnerable to highly discriminative practices such as property dispossession.

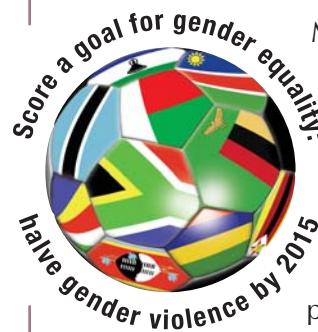
Women also lack a voice in the affairs that affect their lives. The Gender and Media Baseline Study (GMBS) conducted by GL and the Media Institute of Southern Africa (MISA) in 2003 showed that women comprise a mere 17 percent of news sources in the region and are portrayed in a limited range of roles, most often as sexual objects or victims of violence. The forthcoming Gender and Media Progress Study (GMPS) finds that there has been little progress, with this average now sitting at a more 19%. Despite commitments to freedom of expression, women's views and voices are systematically excluded from debates and decisions that affect their lives.

As GL's 2004 study, *"Ringing up the Changes: Gender and Politics in Southern Africa"* shows, this exclusion undermines accountability, transparency, responsiveness and good governance. Gender equality is both a fundamental right as well as a pre-requisite for more effective governance.

Citizen participation through demanding accountability from governments is also a cornerstone of democracy.

This is why the Baseline Barometer is so significant. It sends out the signal to governments that the women and men of Southern Africa are watching as the clock ticks to the 2015 deadline by which the 28 key targets for attaining gender equality must be ticked off.

Despite concerted campaigns, there is no sign of gender violence abating. Indeed, this is taking new forms with trafficking now a major threat, especially in light of preparations for the hosting of Soccer 2010 in South Africa. Sexual and gender based violence in schools is a serious problem in the region, and greater measures must be taken to combat this trend.

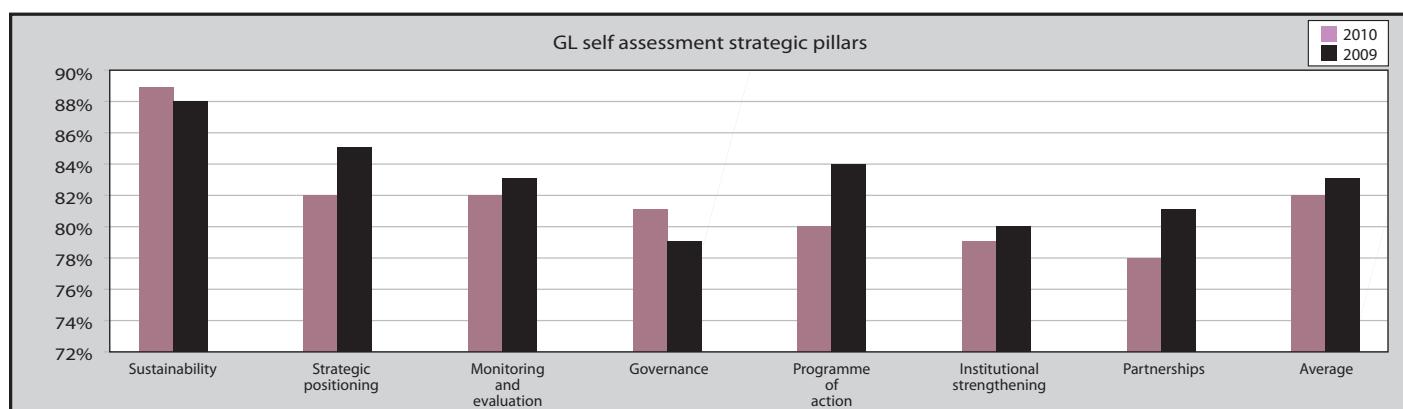


Major global events like Soccer 2010 coming to our region are a litmus test for our commitment to all that the Protocol stands for. At a time when there is an economic downturn globally, we have a chance to pick up our region economically and to project our image internationally.

How will we use this opportunity? Will we argue for the legalisation of sex work, as some have done, just for the duration of 2010? Or will we put up a campaign for the right of women to be equal participants in sport; in every economic opportunity presented by this great event?

### Strategic thrusts

At GL we strive each year to reposition, remain relevant, as well as improve the reach and impact of our work in an environment of shrinking resources, entrenched patriarchal attitudes and sometimes backlash. One of the tools we use is the institutional audit that comprises 100 questions we are frequently asked by donors and evaluators, and that we try to answer for ourselves. These questions are organised around the six strategic pillars of GL's work: governance; strategic positioning; programme of action; partnerships; institutional strengthening; monitoring and evaluation and sustainability. The overall results are reflected in the graph, which compares the 2010 findings to 2009.



The results show a fair degree of evenness between the two years, with an overall average of 82% compared with 83% in the prior year. Considering the 53% growth in staff from 26 to 40 (see Executive Director's report) this consistency in rating and outlook is positive. We welcome the improvements in perception of governance; strategic positioning and programme work. We note the importance of devoting more time to institutional strengthening, especially ensuring that our staff are well motivated and productive; as well as strengthening the partnerships that are at the heart of GL's success. The ED's report, and indeed this report as a whole will elaborate on these issues. As Chair, I would like to focus on three planks of our strategy: strategic positioning; governance and sustainability.



GL Board member Thenjiwe Mtintso (left) and Zimbabwe field officer Priscilla Maposa during the 2010 vision exercise.  
Photo: Colleen Lowe Morna

### Strategic positioning

As we near our tenth anniversary in 2011, we felt it prudent to undertake a 2020 vision exercise that is reflected in the next session of the report. A participative exercise that included all Board and staff members, I was amazed at how we have grown from an organisation once described as "a small organisation with large footprints" to one with giant footprint aspirations. Our vision goes from local to global. But we realise that our niche is in Southern Africa where there are tremendous challenges still to be overcome. The leadership that we have de facto assumed around the SADC Protocol on Gender and Development demands that we focus our energies in our home base.

In July 2009 GL took a giant leap by establishing six new project sites in Lesotho, Madagascar, Namibia, Swaziland, Zambia and Zimbabwe (in addition to our head office in South Africa) and the satellite offices in Mauritius and Botswana. This means we now have a physical presence in nine of the fifteen Southern African countries. I wish to commend our

field officers who have contributed enormously to GL being better known and understood around the region over the past year.

This stronger base on the ground is reflected in GL's three year strategy 2010 to 2013, in which the local government work that has become a real niche for GL after the highly successful Gender Justice and Local Government summit in March 2010 features prominently. We are all the more convinced of by the slogan coined by Thenjiwe Mtintso, my predecessor as chair of the Board: *act locally, reach out regionally and think globally*.

During the 2010 Board meeting we took the initiative to review our vision and mission in line with the SADC Protocol on Gender and Development. Having championed the 28 targets, it is only appropriate that we mainstream these in our work and embed them in our own guiding frameworks. I am pleased to note that the Protocol now takes centre stage in GL's core media, justice and governance programmes.

### GL governance

In September 2009 Deputy Chair Dr. Athalia Molokomme (also Attorney General of Botswana) tendered her resignation due to heavy work commitments. Soon after, Scholastica Kimaryo, who is Tanzanian but is based in South Africa, took her place and has played an active role in the life of the organisation, especially the staff well-being programme. Given the fact that I am based in the United States, having Ms Kimaryo nearby during a year of rapid growth has been a relief to me and other Board members. We thank her most sincerely for the many times she has gone the extra mile in supporting the ED and staff at GL.



Deputy Chair Scholastica Kimaryo at the opening of the New Wing.  
Photo: Colleen Lowe Morna

I am also delighted to report that during this year we appointed a new Board member, Eduardo Namburete from Mozambique. A well known media academic, gender and media activist, Eduardo brings a wealth of experience to the Board, and will help us to grow the Lusophone base of our work. Having another man on the board (giving a total of two out of eight)

is also a step in the right direction, and is in line with GL's policy of ensuring at least a 30% representation of men in its ranks and all programme activities. I am also delighted that Board members have played an active role in the life and work of GL. Understanding the work of the organisation improves the quality of decision-making at this level.

## Board involvement in GL work

Dailynews | Wednesday March 10, 2010 No. 46 Page 12

### High ranking women should assist the young



Gender Links board member, Ms Pinky Mekgwe and executive director, Ms Colleen Morna at the SADC commemoration of International Women's Day in Gaborone on Monday. Ms Morna said countries should re-commit to the Beijing Declaration because even though Southern African women have made advances in fighting for gender equality, their governments have gone ten steps backwards in some gender issues. She also said the possibility of trafficking of women during the 2010 World Cup needs to be addressed.

Photo: Tshoganelelo Mokwe

By Amogelang Makgabeyana

**GABORONE** - Women holding positions of influence have been encouraged to mentor younger ones so that they can also make it to the top hierarchy in society.

The Speaker of the National Assembly, Ms Margaret Nasha implored women who have made it to assist young women aspiring to hold influential positions in certain establishments.

"We should teach them of the possibilities out there", she urged.

Ms Nasha who was speaking at a reception organized by the French Ambassador to commemorate International Women's Day said even though Botswana was doing much to uplift the conditions of the women in Botswana, a lot could still be done as Batswana women were competitive.

The Southern African Development Community (SADC) has since come up with a protocol on gender and development but Botswana remains one of the two countries, which have not signed, the other being Mauritius.

Zimbabwe and Namibia are the only countries which have ratified the protocol.

Ms Nasha explained that there were certain things that Botswana felt should be changed noting that the language used was too prescriptive and dictatorial.

Once this was sorted out, Ms Nasha said, Botswana would have no reason not to sign the protocol.

In terms of politics, Ms Nasha said the situation was depressing for women because when they indicated their desire to compete for positions of power in their political parties, such as met with unbelievable obstinacy from male counterparts.

She said that the political parties in the country for this, saying none of them was committed to elevating women.

The ambassador of France, Ms Genevieve Iancu stated that competence and dedication existed in as far as women were concerned.

Ms Iancu said while the European Union was committed to vigorously promoting quality of treatment at work between men and women, there was still a difference in salaries something she said was a form of discrimination that needed to be tackled. **BOPA**

The GL Board continues to be actively involved in GL work. Examples include: the chair speaking at the launch of the Gender Protocol Barometer in Botswana; Thenjiwe Mtintso officiating at the GL donor round table in Copenhagen in October 2009; Pat Made assisting in strategic gender and media work in Namibia and opening several doors for GL in Zimbabwe; Ruth Ayisi assisting with work on gender and the media in Mozambique; Eduardo Namburete opening the door to a gender policy in the media department of the University of Eduardo Mondlane in Mozambique; Pinkie Mekgwe now

back in Botswana, officiating at several events there and negotiating with local radio stations to run a series of programmes on the SADC Protocol on Gender and Development; the new Deputy Chair Scholastica Kimaryo opening the New Wing of the office; officiating at the year event at which GL received the Top Women award as well as meeting with staff on cost recovery and staff well being issues. The chair, joined by Pat Made, Loga Virahsawmy, Thenjiwe Mtintso, Eduardo Namburete and Pinkie Mekgwe participated in the first Gender Justice and Local Government summit convened by GL in March 2010 ahead of our board meeting. The summit provided a unique window into the work of the organisation at a local level.

## Sustainability

As reflected in this section of the report, GL has succeeded in growing its funding base and securing its position for at least the next two years through the DFID Governance and Transparency Fund; the MDG 3 Fund of the Netherlands government and DANIDA. However, we are painfully aware that in the wake of the global financial crisis funding will be increasingly competitive and hard to come by. Sustainability is a major concern of the Board.

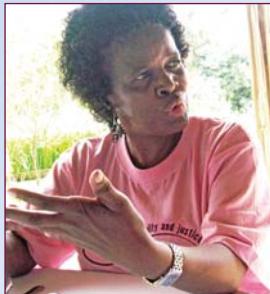
Two years ago, we set up an endowment fund and are pleased that despite the initial costs and unfavourable economic climate, this fund is doing well. In the past year we also invested some of our earnings through VAT returns, consultancies and book sales in purchasing the house next door to 9 Derrick Avenue. This gives GL a solid asset base and

much needed security in the current climate. The ED and her staff are in the process of establishing a GL services unit that includes facilities; books and the consulting services to leverage the base we have.

However, no matter which way we look at this, we must launch major fund raising campaigns. The ED and senior management staff have drawn up a strategy for mobilising regional funds and looking at what resources can be tapped in each country, now that we have bases there.

In October 2009, DANIDA (a key bilateral donor) hosted a GL round table in Copenhagen attended by strategic partners. I would like to thank DANIDA most sincerely for this boost to GL's funding initiative, and to acknowledge the able role of Ambassador Mtintso in chairing this important meeting.

## Fund raising and donor round table meeting in Copenhagen



I had the honour on 26 October 2009 of chairing the GL donor round table in Copenhagen hosted by DANIDA. Other partners that participated included Hivos, the Open Society Initiative of Southern Africa (OSISA), the Norwegian Council on

Africa and Diakonia. The MDG 3 Fund and DFID were unfortunately not able to attend, but Mike MacDonald who manages the DFID fund (GL's largest source of funds in the year under review) sent a letter of support (see adjacent):

Some important observations/outcomes of this meeting include:

- The meeting brought together Scandinavian funders and helped to enhance GL's understanding of the complex funding landscape there. Participants agreed that it is important to have a donor briefing in South Africa linked to the Gender and Media Summit in October 2010 as several donors have offices in the region and rely on these offices for funding decisions.
- Special funds created by bilateral donors for civil society organisations have provided a life line but pose concerns for long term sustainability as there is no guarantee of their renewal. GL must be on continuous look out for such funding opportunities.
- Given the funding climate at the moment it is not likely that GL will get any kind of basket funding arrangement. The best we can hope for is co-funding

"The purpose of this letter is to provide a reference for Gender Links and GEMSA in relation to their performance under a grant from Governance and Transparency Fund (GTF) financed by the UK Department for International Development (DFID). DFID has appointed KPMG as the Fund Manager for the GTF. I am pleased to report that we have had a very positive relationship with Gender Links and GEMSA. They have demonstrated professional standards in their technical subject matter and financial administration. Moreover, we have found them to be proactive in keeping us informed as to new developments and timely in submission of routine reports. It has been a pleasure to work with Gender Links and GEMSA.

*M MacDonald*

Mike MacDonald, Fund Manager"

arrangements based on some degree of alignment. There has been progress along these lines.

- Important immediate outcomes of the meeting were detailed bilateral discussions with DANIDA for a substantial three year grant and finalisation of the next three year agreement with Hivos; also an immediate additional grant for the Beijing Plus 15 multi media project. GL also used this opportunity for further discussions with the Norwegian Council for Africa on a further three year grant through their back donor, FOKUS.
- GL flagged the possibility of a joint donor ten year evaluation. This is complex because of different donor requirements and needs but if we can broker one overall evaluation that will be to our organisational benefit.

*Ambassador Thenjiwe Mtintso, Board Member.*

## Partners and appreciation

"South African Women in Dialogue (SAWID) wishes to extend to you our sincerest and heartfelt congratulations on the excellent quality of the 2008-2009 Gender Links Annual Report which we have just had the pleasure of receiving. We are delighted to see the extent and quality of your work,.. The skills and experience of your multi-national team and the recognised integrity of your work as an NGO in the gender field in the SADC region stands as a role model for South African women and all women in our beloved continent of Africa. Gender Links' unceasing work to achieve gender equality and gender justice makes us even more determined to create an enabling environment for the empowerment of all women....

Yours sincerely,

*Brigalia Bam*

Dr. Brigalia Bam,  
Chairperson, South African Independent Electoral  
Commission (IEC) and SAWID"

Reading words of encouragement like these from an inspirational leader like Brigalia Bam gives us the courage at GL to continue with our mission. It is a reminder of the sustenance that we draw from our partners and that I hope we return in some small way.

I wish to take this opportunity to thank all those who work with us, and support our vision of a region in which women and men are able to realise their potential in their public and private lives in accordance with the provisions of the SADC Gender Protocol. To borrow from the slogan coined at the Gender Justice and Local Government Summit: 2015: yes we can! Yes we can, the time is now!

*Muna Ndulo*

Dr Muna Ndulo,  
Chair of the Gender Links Board

# EXECUTIVE DIRECTOR'S REPORT

By Colleen Lowe Morna, Executive Director

## Key facts



VAT, trust fund, publications, conference facilities). The Endowment Fund after payment of fees, generated nearly R200,000 this past year, despite the economic down turn.

- Staff increased by 53% from 26 to 40. They come from 13 countries; eight SADC countries; one East African (Uganda); one Latin American (Chile); one Canadian; one from Europe (Netherlands); and one from the USA. With the increase in staff and departure of one male member of staff the proportion of men has unfortunately declined from 20% to 15 %. At the time of publication however GL had recruited two more male staff, bringing the proportion back up.
- GL now has a presence in nine SADC countries. The head office remains in Johannesburg, South Africa. Mauritius and Botswana with five staff have satellite offices. There are project sites in Lesotho, Madagascar, Namibia, Swaziland, Zambia and Zimbabwe.

After the exceptional expansion in 2008/2009, GL moved from breadth to depth in 2009/2010. While we did not have many more events, we established ourselves in five more countries, and our greater profile is attested to by the media numbers. Further disaggregation shows that unlike the past, our presence and profile is evident in many more countries. Our staff is more diverse, and comes from 13 countries. GL has succeeded in working in two difficult countries: Zimbabwe and Madagascar, our most recent project site.

We are using IT more effectively to leverage the numbers, with successful cyber dialogue campaigns during the Sixteen Days of Activism and at Beijing Plus Fifteen in New York early March. We sustained

- The number of active partners increased from 69 to 90.
- The number of workshops and events increased from 196 to 203. These took place in 15 countries.
- The number of participants increased by 47% from 8095 to 11885. Of these 2276 received training; 2188 in the governance programme. The largest number of participants (over 4000) was in the Sixteen Days cyber dialogues, accounting for the justice programme having the highest proportion of participants.
- Website hits more than doubled from 5 million to 11 million; an average of about 1 million hits per month.
- The contacts data base has over 5000 names. Following Beijing Plus 15 these are global in nature, including the offices of the World Bank around the world.
- GL received 385 media queries (an average of 6.5 per week, up from 3.5 per week in the previous period) and made 55 TV appearances. GL distributed 116 articles through its Opinion and Commentary Service; each used an average of at least three times.
- GL helped media partners to produce 148 gender aware HIV and AIDS policies and eight gender policies. The governance unit helped develop three more national strategies for gender and local government; 59 GBV and 21 gender and GBV action plans at the local level. The justice department undertook a stock-taking exercise of National Action Plans to end Gender Violence in three SADC countries.
- GL won the Woman of the Year Award in the NGO/parastatal category and the chair received recognition at Cornell University for his contribution to gender justice on International Women's Day 2010.

a healthy financial growth and balance despite the economic downturn. Our wellness programme blossomed and the team assessment shows a strong team, despite the inevitable stresses of a heavy load. GL partnerships grew and strengthened. Our marketing and communication efforts also took greater shape, giving us a brand that we can be proud of and that is increasingly recognised in the region and globally.

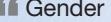
## Strengths and challenges

Over the past year one of our Swedish funders, Diakonia, conducted an institutional evaluation of GL and shared the following insights into the organisation:

## Outstanding strengths

- GL owns the building that houses its secretariat and offices in Johannesburg. It includes adequate space for not-so-large workshops and training events. This has helped a lot in saving costs for the organisation.
- The Executive Director of GL has a very passionate interest in the development of the organisation and its business. The ED provides firm, dedicated and consistent leadership on all organisational and programmatic development principles and processes as identified during the assessment exercise, and insists on maintenance of the set standards by all staff members.
- The organisation's board membership is quite diverse and strong enough to play its oversight and policy guidance roles effectively. It is clear that the board takes institutional good governance seriously and gives priority to strong oversight over financial management, quality of programmes and good internal policies, systems and practices.
- The staff members are self- driven and focused with a clear vision and clarity on roles and tasks.
- GL has a regional geopolitical focus with a presence in 13 SADC countries.
- The quality and standards of training provided by GL, as well as the trainers they use, are regarded highly amongst its peers in the civil society.
- GL produces a lot of research based new knowledge that makes a substantive contribution

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 pack shows that GL continues to be an extraordinarily networked organisation, with 77 active partners and many organised networking arrangements such as 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 (eg the justice programme) and diversifying partners (eg the several new partners in local government) that give us hands, feet and visibility on the ground.

Gender Links deserves a gold star for every initiative they undertake as witnessed by the strength of their extended partnerships with CBO's, NGO's and various other organisations from different countries. GL will forever be the source of help and assistance to many organisations. The workshops and information are very enlightening and add a lot of value to organisations. All efforts and initiatives, growing and in baby stages lay strong foundations and are indeed valued. 

- Valencia Kasper - Steps to Victory, South Africa.

to the field of media and gender studies in the SADC region.

- GL annual plans include targets and indicators for both quantitative outputs and for qualitative outcomes.
- GL's approach to programmes is exceptionally productive and extremely quick on implementation.
- Members of GL's board are politically well connected at a regional and international level and the organisation enjoys strong international linkages.
- The organisation has a very systematic approach to its business, thanks to its Executive Director.

## Main weaknesses

- Work overload: there is an apparent danger that GL is taking on too much without the requisite human resource capacity to handle such a work portfolio.
- GL does not seem to have worked much with community media in the region; it has focused on the mainstream media.
- The board needs to pay more attention to networking and partner relationships with other organisations.
- The administration of so many projects increases the administrative costs of GL thus making financial sustainability difficult.

- Excerpts from evaluation conducted by Diakonia.

## People power

At an individual and institutional level, our greatest challenge continues to be finding balance in our lives. Several actions have been taken. GL has staff evaluations and planning retreats three times a year; these have built in team building and wellness components.

This year Exco introduced staff awards for the first time. The active participation in nominations and voting showed a strong and diverse team quick to affirm each other.



Saeanna Chingamuka, Ruth Ayisi, Colleen Lowe Morna and Priscilla Maposa at the staff awards.  
Photo: Loga Virahsawmy

Team assessments are strong. Breakdown per team does show, however, more signs of stress in some teams than others, especially the governance/field officer team. This is to be expected, given the challenges of establishing new "project sites" and the fact that so much is expected of one individual in these countries. We tried to address some of these teething problems through a team building exercise with the satellite and field offices after the Board meeting. Team building is an ongoing exercise rather than an overnight miracle.

With a 53% increase in staff and move away from using consultants to relying on our own staff capacity constraints can no longer be regarded as numbers but rather individual capacity within certain posts. Two staff failed to make probation: this should prompt us to tighten our recruitment practices. We have tried to sharpen our early warning systems and act on them. Overall, retention has improved substantially and we now have a core group of long serving staff who were recognised in the long service awards at the March Board meeting. They provide vital continuity and institutional memory. Like last year, the annual report this year includes important self reflection on on-the-job peer and mentorship learning.

### Decentralisation and delegation

Last year we highlighted the need for greater decentralisation and delegation of responsibilities. Further to the evolution of the satellite office concept, we have now also developed a concept for project sites. 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 we will set up camp in the countries we work.

### Planning, monitoring and evaluation

During the March 2010 Board meeting GL adopted its 2010-2013 strategic plan and Vision 2020. Monitoring and evaluation occupy a far more central role in our planning and in the way we work, with capacity being boosted by an M and E manager and systems administrator. 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.

GL has developed a self-monitoring institutional score card that has now been administered two years in a row. GL shared the institutional assessment tool at a meeting of DANIDA grantees in July. This has been hailed as an NGO best practice. With the encouragement of Diakonia we are opening a stream of consultancy work around sharing organisational tools and systems with other NGOs. We are also alive

to the areas that we need to work on, as highlighted in the Diakonia assessment. These include succession planning (a sub committee of the Board has been formed to look into this matter), staff growth, development and well-being.

As GL builds up to its tenth anniversary, we plan to conduct a ten year evaluation of the organization and its programmes that includes a longitudinal study of all GL beneficiaries. 2010 is a critical

year for the region and for GL. Like the proverbial climber, we need to stop, survey the scene, look at how far we have climbed, and scout out the route ahead. It is an exciting but daunting challenge, made possible by the knowledge that there are many well wishers along the way. We thank all those who sustain us: our funders, partners, friends and family: *may you all remain Gender Linked!*



**Colleen Lowe Morna**  
Executive Director



#### What I have learned on the job

As I sit down to reflect on what I have learned this year, what comes to mind most immediately are the massive strides we have taken in our understanding and design of Monitoring and Evaluation tools. Technically, maybe, that is where my greatest learning has been. But M and E has not been my most memorable or enjoyable learning. For that, I turn to my three days at Kadoma Ranch Hotel with 75 women councillors from different parts of Zimbabwe gathered for GL's training of trainer's workshop in February.

I had tried to take a back seat by involving partners in all the different sessions. But when one of our partners could not make it, I had to conduct a half day training workshop on key gender concepts in my rusty Shona. As I walked to the front of the room, I suggested we begin with a rousing rendition of a song for a female struggle icon. *Mbuya Nehanda kufa vachi shereketa* got us all up and dancing.

On a practical note, and in a rather memorable example of gender budgeting, one participant suggested that we forgo our tea and put the money towards a party on the final day when we strategically took over the hotel disco and danced the night away. In my parting comments I urged the women to go and "paradza" (destroy) instead of "paradzira" (spread) the word. Talk about learning from mistakes! I was corrected with such good humour that this is one mistake I will never make again. - Colleen Lowe Morna



GL pot luck lunch.

# COMMUNICATIONS

By Mukayi Makaya-Magarangoma - Marketing and Communications Coordinator



During the year under review GL made a concerted effort to improve its external and internal communications strategies by appointing a Marketing and Communications Coordinator. GL entered for several awards; beefed up its monitoring of media coverage and attendance of strategic events and started an in-house news letter. GL also established a more structured service

unit and organised special events on behalf of two of its donors. Marketing of publications is both a cost recovery measure but also one that enhances the organisation's image and brand. Cost recovery measures are discussed in greater detail in the sustainability section of the report. This section focuses more on corporate communications.

## External Events

Throughout period March 2009 to end of February 2010, GL was invited to 174 events. Regrettably, due to our own programme work and activities, we are not always able to participate in all external events invited to. However, out the 174 invitations received, GL was able to participate in 85 or 49%. It is also important to note that GL's role has not been that of passive participation. In a number of the cases, GL is invited to facilitate, make a presentation or chair a session. In some instances, the organisers pay for the time and this also contributes to cost recovery. The chart illustrates the number of events to which GL was invited and attended per country in which it has fully fledged offices. This shows that the largest number

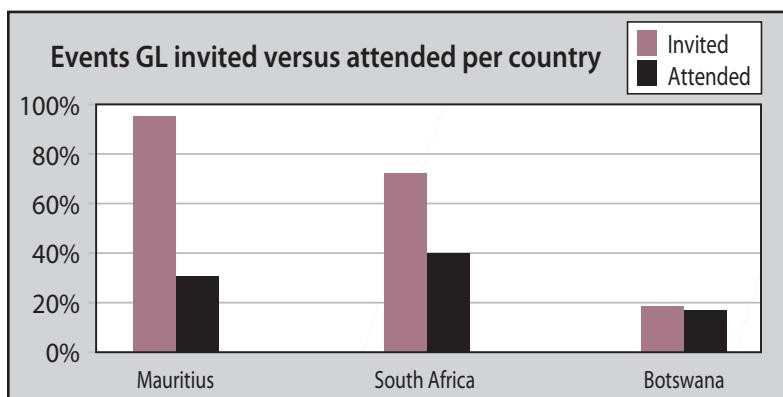
of invitations (95) took place in Mauritius. As might be expected given the location of the head office, GL attended the largest number of events (40) in South Africa. The office in Botswana did not receive as many invitations as the others but attended almost all of them. Next financial year GL will report on all the offices in which it has a presence. The results from 2009/2010 reflect the extent to which the profile of the organisation is becoming far more pronounced in countries other than the home base.

Often we receive positive and encouraging feedback from the organisers. An example is the excerpt below from a letter received from the Institute for Security Studies following a presentation made by Loveness Jambaya Nyakujaraha on "Progress on the implementation of the SADC Protocol on Gender and Development".

**“**This is a sincere thank you note for your presentation at our seminar titled “African Women’s Decade: 2010-2020... Your participation provided valuable insight into the SADC Gender and Development Protocol and the Barometer. We wish you strength and success as you continue your good work in advancing gender equality. **”** - Institute of Security Studies, South Africa

## GL in the News

GL recognises the media as a strong strategic partner and key tool for engaging with the broader public. To this end, GL goes to great lengths to monitor media coverage. Statistics on media are given in the Monitoring and Evaluation section under outreach. A compendium of clippings accompanies the report. In the year past the number of media queries virtually doubled from 185 to 338 or an average of 6.5 queries a week compared to 3.5. Articles in the media frequently prompt debate and action as illustrated in the example overleaf.



"Thank you for your piece in the Mail and G on Friday; I thought it was well done. I am attaching an address I gave in Orange Farm on Saturday which may be of interest - specially pages 2 and 3. Like you I am trying to mark some issues which need ongoing attention without laying myself open to propagandistic dismissal as a white whiner! I hope you like my new word 'abusable' - it could carry some useful leverage I think.

Sincerely  
Peter Lee  
Anglican Bishop in the Vaal Triangle and South of Johannesburg" (in response to an article by GL Executive Director Colleen Lowe Morna on Polygamy and Progressive Leadership)

## Internal communication: Gender Linked



Since July 2009 GL has been publishing an internal electronic newsletter, *Gender Linked*

*Gender Linked* circulated on the 1<sup>st</sup> of every month. Readers include GL board members, GL alumni, partners, donors and GL staff. Articles and contributions are drawn from satellite offices, field officers, and programme staff. The purpose of the bulletin is to share and update each other on activities and developments within the GL community in the nine SADC countries where GL has operations.

## GL award entries in 2009

During 2009, GL responded to two invitations for Award nominations: Top Women Awards, hosted by Top Women in Cape Town; and the Drivers of Change Awards hosted by the Mail & Guardian in Johannesburg.

**GL was the proud winner of the Top Gender Empowered Government Agency or Parastatal category of the Top Women Awards which celebrates those companies and individuals who inspire**



The ED accepts Top Women Award.

Photo: Gender Links

transformation and gender empowerment, and who strive to effect change through their business practise and within communities.

The specific category that GL entered for goes to the government department, parastatal or NGO that demonstrates the highest level of gender empowerment. An important factor was measurable and accountable leadership that is committed to developing women in the company. Other considerations were:

- That the organisation met their gender empowerment key performance indicators (KPIs) and targets for service delivery, within budget.

- Vision for the organisation going forward.

Finalists in this category included Human Sciences Research Council, National Empowerment Fund, Catholic & Welfare Development, Gender Links, Johannesburg Roads Agency.

GL's nomination was under the Drivers of Change: Investing in the Future, Civil Society category on the SADC Gender Protocol Alliance. GL motivated for the role played in getting SADC Heads of State to sign the Southern African Protocol on Gender and Development in August 2008. The process brought together over 40 gender NGOs in 14 countries to demand the elevation of the SADC Gender Declaration on Gender and Development to a legally binding document is a global and regional first. GL received a runner up award at a ceremony held on 29 October 2009 at the Summer Palace, Hyde Park in Johannesburg.



### What I have learned on the job

As I reflect on my achievements, I can not help but to mention the GL awards entries that I contributed to, in the Mail and Guardian awards, GL was nominated in the finalists; and in the Top Women Award, GL won in the category of Top Gender Empowered Government Agency, NGO or Parastatal. The process of putting together the submissions was one of great learning.

Gender Linked (which I hope we are all familiar with) has been another learning journey for me. Feedback and comments on earlier editions were not always encouraging. As I battled to meet deadlines, I often thought it would be easier to just give up. The constructive criticism and guidance that I received from my manager contributed to my learning.

I feel indebted to the many within the GL community, and especially to the Executive Director, Colleen Lowe Morna who is also my manager. You have all touched my life in a positive way and shaped who I now am today. So true is the saying that "when you stop growing; you start dying." I've grown over the past year and look forward to further growth this year.

- Mukayi Makaya-Magarangoma

# VISION 2020

## STRATEGIC POSITIONING: VISION 2020

In a vision exercise at the 2010 Board Meeting in which the Board and staff members wrote down where they would like GL to be ten years from now, the following were some of the responses:

- An independent, strong, vibrant, principled self-sustaining organisation guiding Southern Africa to a free, democratic region based on equity for all.
- A leading African NGO and globally renowned centre of excellence on gender mainstreaming and the empowerment of women for development.
- An organisation that is represented in all the countries of Southern Africa and reaches out to all the corners and villages where the majority of women are found.

- A champion of justice internally and externally.
- An organisation with deeper roots, so that our foundation will stay solid and carry us into the next twenty years with the strength to weather any external or internal storm.
- An organisation with two wings: one not for profit and the other generating revenue to help sustain the organisation.
- Pioneering change and venturing into new areas, such as a TV station owned by and for women.
- A voice of the voiceless, especially women who constitute the majority of those globally who are denied a voice.

### GL's Vision 2020

2020 vision is the most perfect of eyesight. The fact that everyone is after this ideal vision is underscored by the fact that a Google search of the term throws up over 700,00000 references on the Internet. Like us, the whole world is looking for something better over the next ten years!

### Lessons of climbing

GL is like the mountain climber who, after walking up a steep peak, stops to survey the scene below. In nine years, the organisation has grown from two staff and a budget of R250 000 to 40 staff and a budget in 2009/2010 of close to R30 million. The lessons of climbing are real. When you look up to a steep mountain it often looks impossible. The only way you conquer it is by moving one step at a time. At moments muscles will be stretched and they will hurt: no climb is ever achieved without this. You may even need a piggy back and if you are lucky there will be friends and helpers along the way. When you reach the top of the first peak there is the satisfaction of looking down; gaining perspective. The beauty of the scene from higher up is that you see the big picture, not the

rocks and the weeds along the way. But as every good climber knows, no climb is ever complete. Just when you think you have reached the top, you will see several more peaks waiting to be conquered. Not until you get to Mount Everest can you ever say that you have reached the pinnacle!

### Why now?

Next year, GL will celebrate its tenth birthday. In preparation for that, we plan to have our second five year organisational evaluation, together with several programme reviews required by key donors in 2010. We also plan to launch a major longitudinal study of all the beneficiaries of our work. And we plan to hold stakeholder workshops in all the fourteen SADC countries that we work in to gain a better understanding of what we have done well, and what we need to improve.

Across the region and globally, 2010 is also a significant year for several reasons:

- It marks the 15th anniversary of the Fourth World Conference on Women in Beijing.
- It marks the tenth anniversary of the Millennium Development Goals to be achieved by 2015 and is a key benchmarking year for these.
- It is an important benchmarking year for the SADC Protocol on Gender and Development, whose 28 targets are also to be achieved by 2015. Coincidentally, 2010 is the thirtieth anniversary of the regional organisation.
- 2010 marks the first year of the African Decade on Women.
- It is the year that the Soccer World cup comes to Africa (specifically to South Africa) for the first time.



GL walk up Linksfield Ridge.

Photo: Colleen Lowe Morna

## Where do we want to go?

**Vision and mission:** At the 2010 Board meeting, Board and staff members reviewed GL's vision and found the ideal of a region in which women and men are able to participate equally in their public and private lives to be relevant. However, following the adoption of the SADC Protocol on Gender and Development in August 2008, we felt it necessary to be more explicit about this instrument in framing our work as well as providing monitoring and evaluation tools. This is reflected in the amended vision and mission that make specific reference to the Protocol and its targets.



Gender equality is also about changing the attitudes of men. *Photo: Gender Links*

**Ideology:** At the Board meeting we also agreed on the need for GL to define more clearly its ideology, mindful that there are many different strands of feminist discourse. We noted that while some of the more radical women's organisations feel that GL is not radical enough, we are often viewed by our media colleagues (especially because we have been critical of sexist advertising) as bra-burning feminists. Such varying perceptions of GL should prompt us to be more definitive about whom we are.

While the GL ideology paper is still under preparation, and will form the first in a series of policy briefs on key gender issues that we confront in our work, the main agreed elements of our ideological stance are:

- While we understand feminism to mean believing in the equality of women we recognise that the term in this region is narrowly interpreted and in some instances alienates people, especially at the local level where we seek to concentrate our efforts.
- The danger of any kind of labelling is that you get locked in. As an advocacy and lobby group we need to be able to move in many circles without compromising our principles. GL is especially clear that our work needs to involve women and men. All our statistics show that each year 30 to 40 percent of those who participate in our work are men. This is one of GL's strengths that we seek to build on.
- GL understands gender equality to comprise two essential components: empowering women who in

every respect (social, political and economic) have been relegated to second class citizens to claim their rights; as well as changing the attitudes of men and helping them to understand that this is not a zero sum game. Unlocking the human potential of half the region's population can only be a win-win solution.

- We fully subscribe to the Gender and Development (GAD) as opposed to the Women in Development (WID) approach. In other words we do not subscribe to programmes or projects that lead to once off, superficial gains for women but fail to question the underlying structural inequalities between women and men.
- We are mindful that equality of opportunity is not the same as equality of outcomes. Our region like many others abounds in good Constitutions, policies and laws that have made little objective difference to the lives of women. In particular the dual existence of customary law alongside modern codified laws and statutes is often contradictory and undermines the rights of women. These contradictions need to be addressed head on. For too long culture has been used as a smokescreen to undermine the rights of women even by some of the most progressive entities in the region. We take a rights based approach that respects diversity and culture but also recognises that culture is dynamic and that no right is absolute. The right to ones cultural and religious beliefs must be balanced against the equality of all peoples, women and men, as enshrined in international, regional and national instruments.
- While we recognise that women have many short term practical needs, these must always be seen as building blocks for addressing strategic gender needs. For example, providing women with seeds to grow crops when they do not own land, have access to credit or markets, will not achieve the long term goals of gender equality. A programme to provide seeds should be cast within the broader framework of equal ownership of the means of production without which women will never be truly empowered.
- Shared power and responsibility is much more effective than demagogic rule. Whether in the political arena, in the work place or in the home, there is ample evidence to show that unbridled power is never a healthy state of affairs. GL believes firmly that democracy in our region can only be real if it starts in the home. A quote from a male local councillor in our study, "*At the Coalface, Gender and Local Government*" to the effect that "gender equality stops at my front door" is a stark reminder that we still have a long way to go.

## Geographical scope

The 2010 Board meeting agreed that while there have been many suggestions that GL should spread its wings

to East and West Africa, we need to retain and strengthen our base in Southern Africa which as a region has now expanded to include 15 countries that speak English, French and Portuguese, as well as hundreds of local languages.

Reasons cited include:

- Southern Africa enjoys rare political coherence, even though there are many differences between countries.
- Failing states in other parts of the continent make venturing out high risk. Already GL has faced challenges with two failing states in Southern Africa (Zimbabwe and Madagascar).
- The GL Board took a position in 2007 to strive for depth over breadth, geographically and in its programme work. This strategy is on course and needs to be consolidated further before new ventures or directions are considered.



The GL satellite and field offices have demonstrated the value of having representation on the ground. They are able to take up complex programmes, like the gender violence indicators, or the work with local government, and to ensure effective back up and follow up. Over the next ten years there is need to consolidate these efforts further. For example:

- The Francophone operation which covers Mauritius, Seychelles, DRC and Madagascar should explore local funding opportunities.
- Some field offices, for example Zimbabwe may need to be upgraded to satellite offices both for political reasons and because several regional entities still operate from Harare.
- With Malawi holding local government elections in 2010, and the excellent relations that GL has with the NGO Coordinating Council through the Alliance, there is need to consider a field office in Malawi.
- Now that local government work has started in Mozambique and GL has a resident Board member in Maputo, there is need to consider establishing a field office in Mozambique.

## How are we going to get to our destination?

### ***The SADC Gender Protocol Roadmap:***

GL campaigned for this instrument and it now provides a valuable umbrella for all our work. The Protocol keeps GL's programmes on track and aligned to the 28 targets. Through the annual Barometer produced by the Alliance, we track how the 28 targets are being met by SADC states. We also integrate relevant targets into our three programmes. A key check point for us will be 2015. We need to be prepared to answer the question: What happens after 2015? What if the targets have not all been met? There will be need to regroup, reposition, and redefine the next steps.



***The Media:*** Gender and media remains a key niche for GL. While the Gender and Media Southern Africa (GEMSA) Network has taken up advocacy work, GL remains the powerhouse of research, training tools and links behind the gender and media movement. In particular, the Gender and Media Progress Study (GMPS) that will be launched in 2010 as a follow up to the 2003 Gender and Media Baseline Study will provide key data with which to reinvigorate and reposition the work.

GL should seek to use the considerable research that has been gathered over time to develop country profiles covering media performance, regulatory authorities, training institutions and citizen involvement. GL should also develop specific profiles of media houses using the Glass Ceiling, GMPS, and situation analyses conducted for policy work.

With the theme *Media for Change: Taking Stock agreed for the 2010 Gender and Media Summit*, GL should seek a more holistic approach to media work that brings together media, regulators, training institutions and citizens.

### ***Strengthening the Opinion and Commentary Service***

Key directions for the future include:

- Stronger relations with media editors.
- Distribution through Editors' Forums.
- Use of New media such as Face book and Twitter for disseminating the service more broadly.
- Cultivating relations with community media.
- Adding to the French language service Portuguese and other languages.
- Links with international bodies to widen the reach of the service.
- Include people with disabilities e.g. blind people.
- Exploring income generation options, for example thematic journals.

## Forging more effective partnerships through the Gender and Media Diversity Centre (GMDC)

Key growth areas include:

- Strengthening governance through a clear delineation of members (partners) and the advisory group.
- Reciprocal E-links with institutions; Links with institutions for online publications (open source education soft ware); open source networking.
- Clear Memorandum of Understanding (MOUs) and partnerships.
- Strengthening the internship programme as a way of cementing ties with media training institutions.
- Encouraging students to research gender and media issues; publicising and canvassing their work.
- Forming a network of gender educators.
- Making materials more widely available to institutions and libraries.
- Following the Gender in Media Education audit, collaboration on capacity building initiatives; shaping curriculum; introduction of Gender and Media courses; collaboration on projects e.g. gender and media literacy.
- Broadening GMDC seminars and ensuring that these are hosted by a variety of partner institutions.
- Improving packaging of materials and programmes.

**Governance:** The decline in women's political representation in elections held in Botswana and Namibia in 2009 is a clear signal that there is need to resuscitate the 50/50 campaign. GL through the Gender Protocol Alliance needs to push for this to become a reality. There is need for evaluative approaches to help us understand how this has come about and to inform strategies for elections taking place in 2010 in Mauritius, Tanzania and Zambia.

Local work should continue but focus much more at Council than at district level since often the fruits of this work do not get fed back to the ground. There is need to build on the very successful first Gender Justice and Local Government Summit with 106 best practise submissions, many from local government, to select promising Councils to work with directly on sustained gender mainstreaming programmes at the local level, using a Monitoring and Evaluation pack similar to that developed for gender policy work in newsrooms.

GL should also seek to strengthen the links between field officers and local government associations. Where possible field officers should be based in the offices on the local associations and work with their gender focal person, building capacity that will help to sustain the work. Already, GL shares offices with local government associations in Botswana and Zambia, and there are prospects of a similar arrangement in

Zimbabwe. During the Gender Justice and Local Government Summit several more pledges and draft MOU's were considered to strengthen partnerships with local associations.

GL's planned longitudinal study of beneficiaries, including women who have been trained in the elections programme from 2004/2005 and 2009/2010, should be used to refine capacity building strategies further. GL should also draw from the lessons of the think tank meeting held with Hivos and Akina Mama wa Afrika in December 2010: *Support to women leaders: Lessons Learned and Strategies for the Future*. This shows that there is need for much more creative thinking on how to support women in leadership, building on the on-the-job approach that GL developed with the City of Johannesburg and is now taking forward with various Council's around the region.

**Gender Justice:** The most contested terrain among gender NGOs, GL has successfully defined its niche in this area by moving from campaigns to action plans and now pioneering pilot projects in the three countries where GL has offices (South Africa, Botswana and Mauritius) to develop gender violence indicators. This work has the potential to be cascaded across the region, especially in countries where GL has project sites.

However as currently constituted the gender justice portfolio is a misnomer in that currently it focuses exclusively on gender violence. Gender justice is much broader and should include economic justice, and area of work that is not well covered in the SADC region. GL has worked closely with GEMSA in the campaign for the recognition of care work, a good example of an economic justice initiative. It has also promoted the economic provisions of the Protocol through Business Unusual

media training seminars linked to the Protocol. The Gender and Soccer 2010 campaign (Score a goal for Gender Equality: Halve Gender Violence by 2015) is an example of a campaign that has the twin goals of empowering women economically as well as strengthening advocacy on ending gender violence. It provides a useful precedent for broadening the conceptual scope of the gender justice portfolio to make the point that women's rights are not likely to be achieved if they focus narrowly on ending violations and not on the twin imperative of empowering women to be able to claim their rights.

## Making the links

While GL's programmes often appear like four silos they are in fact a spider's web that intertwines very



closely. For example, the gender, elections and media training straddles the media and governance programmes; it has been the subject of GMDC debates; has led to the development of the gender and leadership score cards; provided several articles for the Opinion and Commentary Service and featured in several GMDC journals. The SADC Gender Protocol Alliance work features in all our programmes. Going forward there is need to ensure even closer synergies between our programmes. Internally this is being facilitated through all core programmes being placed under the Deputy Director, who serves as the Director of Programmes.

### **Stepping backward in order to step forward**

In all its programme work GL has developed a unique way of working that moves from research and baseline studies, to advocacy (using the media) to policies and action plans; to on-the-job training and capacity building as part of backstopping these action plans; to summits that bring together, affirm and award best practices back to conducting research that measures progress. A vast number of strategies and policies have now been developed in the media, governance and justice work. Like the parable of the sower, GL has "sown the seeds" far and wide. Some have fallen on fertile ground, others on rocky soil. There is need to step back and re-strategise.

### **From problems to solutions**

Internally there is need for a more solution oriented approach by all staff who tend to defer often to senior management and refer to minor, solvable problems as crises when they are not. A crisis is defined as death, disaster, destruction. Having insufficient evaluation forms, not knowing a person's email address etc is not a crisis. For every problem there is a solution. This starts with changing the language we use, being proactive; taking a moment to stop and think; exercising judgment; knowing what decisions you can make and making them; knowing what decisions you cannot make and not making them; thinking through all the steps required in a particular activity, making lists; avoiding blame and taking time to reflect on all major activities, particularly within the unit most directly involved.

### **Who are we going to take with us?**

GL is an organisation built on partnerships. Before we had offices and project sites in other countries we operated entirely through partners and associates. With our new offices, national level partnerships have been strengthened. Each year in preparation for the Board meeting GL compiles a list of and evaluates its partners. Partners are also invited to evaluate GL. While GL has benefited enormously from partnerships, not all have been beneficial. In many instances GL has carried most of the work load and then at times been accused

of hijacking initiatives by partners who have not carried their share of the load. We have become wiser in drawing up and insisting on MOU's with partners. But there is need to be more systematic about these, as well as greater willingness to pull out of partnerships that are not working.

### **How will we sustain ourselves?**

#### **Sustaining the people**

**Recruitment:** We need to widen our selection process e.g. regional and international advertising so we can reach other parts of Africa. We need to improve interview processes e.g. more panels (first panel GL staff already in the area; second panel: management). We must check references including at the last job.

**Staff development:** Training needs have already been identified, now we have to make time for training including completing it. Some training should be optional. Other courses should be compulsory for all e.g. the SADC Gender Protocol.

**Wellness:** We should allow a settling in period especially for new external staff to familiarise themselves with the job, for example one-to-one meetings with existing staff; assist in activities (learning on-the-job); and time to set up home. Everybody should be given the opportunity each year to contribute ideas for wellness and ensure that activities are diverse enough to include everybody.



Bridget Marango and Loveness Jambaya Nyakujarah celebrates Soccer 2010.  
Photo: Colleen Lowe Morna

### **Financial sustainability**

Fund raising: There is need for a multi-prong strategy that includes:

- A senior management task team to strengthen fund raising efforts.
- Capacity building in proposal writing and building fund raising/cost recovery/cost sharing into the KPIs of all senior managers.
- With the establishment of satellite offices and field offices, exploring the possibility of raising funds at national level.

- Sharing costs with partners ~ e.g. universities hosting GL workshops e.g. Mauritius.

**Self sustaining activities:** In the long term, GL should look to develop a whole business entity, leveraging off the current key work of GL, but still informed by the GL mission. This can proceed in various stages as follows:

*Short-term*

- Publications promotion - space within existing bookshops/outlets
- Advisory Services.
- Getting GL accredited as a training institution.
- Marketing GL Intellectual property e.g. systems, proposal writing skills, M&E.
- A brochure and advertising through the Internet.

*Medium term*

- Radio (on-line radio station).
- Own bookshop (commercial spin).
- Own publications.
- Like-minded publications from other partners, research material.

*Long term*

- Own radio station, fully fledged, maybe even satellite.
- Own television station.

### How will we know that we are on the right track?

In 2009/2010, with the support of DFID's Governance and Transparency Fund, GL made considerable efforts to strengthen its Monitoring and Evaluation. In



M and E consultant, Libby Cooper

particular, we started to move from an overriding concern with getting the work done to asking the more important value-for-money question: has the work made a difference. GL now has a full time Monitoring and Evaluation manager, as well as advisory services portfolio to oversee the work of the systems administrator.

### Planning and reporting

We are now administering a large number of forms that assess who participates in our work; their attitudes to gender; what they know about the SADC Protocol, how they evaluate training received; how they evaluate our publications; and various score cards of how they view progress and processes on core issues.

### Using information effectively

GL's major challenge is to design ways of analysing and making use of the data gathered. We need to watch for clues and trends - before it's too late - and feed these into the more qualitative/ longitudinal studies. We also need to look at information across

programmes and identify markers (e.g. quarterly) - to see what the information we have tells us so that we can make changes where necessary. A case in point is the cyber dialogues where we found after the fact that although this programme is designed to empower women in the use of ICTs the majority of participants are in fact men. This is a signal that we need to strengthen mobilisation and capacity building among women before we run cyber dialogues.

### How to collect qualitative information

GL is still weak on collecting qualitative information. We need a systematic way of gathering all the testimonial evidence that we receive regarding our work. We also need to interrogate the case studies that we receive through the justice and media summits each year and use these to better inform our work.

### Outcomes and impact studies

Ten years since GL's inception we are now in a position to at least ask about the outcome if not the impact of our work. A major undertaking in 2010 will be a longitudinal study of all the beneficiaries of our work. This should be designed in such a way that this information is gathered more systematically going forward and that studies of this nature can be periodically repeated. While research concerning what has changed in society, for example the Gender and Media Progress Study cannot be attributed to GL alone, it is very important to engage with the results of these studies in relation to our own work as ultimately these are the "change" questions that we need to be able to answer.

### Ten years of GL

Planning for the publication we plan to launch on our tenth birthday in March 2011 needs to begin early in 2010. It should have a close fit to our external evaluation, the longitudinal study of beneficiaries, and include quantitative as well as qualitative aspects. In particular, following in the vein of the "Learning Journey" (annual staff reflections of what they have learned on-the-job) this publication needs to include a great deal of self-reflection and learning.



Children of GL staff during popular monthly walks.

Photo: Colleen Lowe Morna

# PROGRAMME OF ACTION



Susan Tolmay, *Take back the night*, November 2009

Photo: Colleen Lowe Morna



# PROGRAMME OVERVIEW

By Kubi Rama, Deputy Director and Director of Programmes



## The SADC Gender Protocol provides a framework

The last year represents the first complete year since the adoption of the SADC Protocol of Gender and Development. While civil society organisations hold governments

accountable for achieving the 28 targets in the Protocol, it is equally important that civil society organisations plan and implement their projects with a view to achieving the 28 targets. The table below outlines the GL programmes, projects and the targets they respond to:

### Making the links

GL programmes continue to reflect a high degree of synergy, with several examples of cross programme collaboration. For example:

- **Popularising the SADC Protocol on Gender and Development:** GL makes it a point to start all its events by mentioning the Protocol and the relevant provisions. For example, at all the launches of the Glass ceiling in Southern African Newsroom launches, GL administered the score card and held discussions on the Protocol media provisions.

- **Gender, elections and governance:** The governance, alliance and media team collaborated on the women in politics workshops in the five countries that had elections last year. The materials used were a combination of the governance, media literacy and SADC Gender Protocol materials. The gender, media and elections project in Namibia brought the media, governance and GMDC teams together. The media and governance teams were involved in training and content production while the GMDC held a seminar on the 50/50 campaign as part of the project. The Glass Ceiling in Namibian Media Houses was launched as part of the project. Newsroom visits followed the launch and included presentations on gender and elections as well as the findings of the Glass Ceilings report.

- **Score a Goal for Gender Equality:** Gender and Soccer 2010: The Gender and Media Diversity Centre (GMDC) and the Gender Justice teams collaborated on the Gender and Soccer 2010: Problems and possibilities project. The Justice team integrated the Gender and Soccer 2010 theme into the Sixteen Days campaign. The GMDC produced a journal on the same theme. In February 2010 the Southern Alliance Gender Protocol Alliance hosted a regional meeting that took up the 50/50, Gender and Soccer

Programme	Projects	Targets
Alliance	Holding governments accountable	
	Strengthening of the alliance	
	Empowering women to claim their rights	<ul style="list-style-type: none"><li>• The GL Alliance coordinates the regional SADC and Gender Protocol Alliance. The Alliance programme works towards the attainment of all 28 targets.</li></ul>
Media	Glass Ceiling research	<ul style="list-style-type: none"><li>• Endeavour to ensure that 50 percent of decision making positions in all public and private sectors are held by women including through the use of affirmative action.</li></ul>
	MAP Gender and HIV/AIDS Policies	<ul style="list-style-type: none"><li>• Develop gender sensitive strategies to prevent new infections.</li></ul>
	Gender in media regulation	<ul style="list-style-type: none"><li>• Review, amend or repeal all discriminatory laws.</li></ul>
	Gender elections and the media	<ul style="list-style-type: none"><li>• Endeavour to ensure that 50 percent of decision making positions in all public and private sectors are held by women including through the use of affirmative action.</li></ul>
Gender Justice	Audit of Gender in Media Education	<ul style="list-style-type: none"><li>• Enact laws that promote equal access to and retention in primary, secondary, tertiary, vocational and non-formal education in accordance with the Protocol on Education and Training and the Millennium Development goals.</li><li>• Adopt and implement gender sensitive educational policies and programmes addressing gender stereotypes in education and gender based violence.</li></ul>
	Audit of National Action Plans	<ul style="list-style-type: none"><li>• Adopt integrated approaches, including institutional cross sector structures, with the aim of reducing current levels of violence by half by 2015.</li></ul>
	Developing GBV Indicators	<ul style="list-style-type: none"><li>• Adopt integrated approaches, including institutional cross sector structures, with the aim of reducing current levels of violence by half by 2015.</li></ul>
	Local action plans to end GBV and backstopping	<ul style="list-style-type: none"><li>• Adopt integrated approaches, including institutional cross sector structures, with the aim of reducing current levels of violence by half by 2015.</li></ul>
Governance	Sixteen Days	<ul style="list-style-type: none"><li>• Adopt integrated approaches, including institutional cross sector structures, with the aim of reducing current levels of violence by half by 2015.</li></ul>
	Empowering women decision-makers	<ul style="list-style-type: none"><li>• Endeavour to ensure that 50 percent of decision making positions in all public and private sectors are held by women including through the use of affirmative action.</li></ul>

2010, trafficking and sex work campaigns. The governance, justice programmes and the GMDC participated and presented at this meeting.

- The Gender Justice and Local Government Summit and Centres of Excellence in Mainstreaming Gender in Local Government: All GL departments, field and satellite offices joined forces in the summit that brought together 260 participants from around the region. This has led to an exciting new concept of working with 100 councils in the region each year in a multi-prong project that involves focusing the work of all four programmes in defined localities to maximise the impact of the work.



### What I have learned on the job

At the time of writing we had all been frantically working to get the Gender Justice and Local Government Summit together. Bonnie Visage, ace administrator, joined us to assist in the last part of January. For awhile she had major email problems with people experiencing bounced mails when they responded to her. Eventually I looked at an E mail that Bonnie had sent to me and realised a simple error in the syntax of her E Mail address. My last year has been a year filled with 'klinks' in all four of GL's programmes. This certainly made for variety and excitement. Most of what I learnt this year came from the young soldiers. Due to one of our managers being on maternity leave, and another taking a job with a partner organisation I had to run two programmes for a period of time with two amazing young women interns. We had many 'klinks' that at times led to frustrations. But I would always look at the two young women and feel inspired. Problems are not always complex and difficult. Start with simple questions and answers: sometimes it's just a little 'klink'.

- Kubi Rama

# SOUTHERN AFRICAN GENDER PROTOCOL ALLIANCE

By Loveness Jambaya Nyakujarah, Assistant Director - Alliance and Partnerships



## Synopsis

GL has continued to play a key role in coordinating the Southern African Gender Protocol Alliance which brings together over 40 gender NGOs to lobby for the signing where this has not happened; ratification and full implementation of the SADC Protocol on Gender and Development. The Gender Protocol brings together all the existing international and continental agreements on gender equality in one legally binding document with 28 targets to be achieved by 2015.

Since its inception in 2005 the Alliance has provided a platform for regional gender NGOs to work closely together in promoting gender equality in Southern Africa. Now that the main purpose of the Alliance - to campaign for the SADC Heads of State to adopt the Gender Protocol - has been accomplished the Alliance is repositioning for the long haul around implementation, monitoring and evaluation.

## Activities



GL Zimbabwe field officer Priscilla Maposa distributes information on the Protocol during a village meeting.  
Photo: Colleen Lowe Morna

Alliance members undertook the following activities in 2009/10:

- Conducted an audit of where all SADC countries stand in relation to the 28 targets in the Gender Protocol and published a SADC Gender Protocol Baseline Barometer in collaboration with Alliance partners.
- Held in-country consultations on the country reports Botswana, Malawi, Mauritius, Tanzania and Zimbabwe to validate the data, get buy in at country level and to strengthen Alliance structures at national level.
- Convened a parallel meeting to the SADC Heads of State Summit in the DRC which coincided with the

first anniversary of the SADC Protocol on Gender and Development.

- Launched the inaugural SADC Gender Protocol Baseline Barometer which tracks implementation of the Gender Protocol by SADC States as part of holding governments accountable parallel to the Heads of State Summit. This Barometer will be produced annually.
- Held a session at the civil society forum parallel to the Heads of State summit in the DRC aimed at sharing lessons with SADC NGO partners on strategies and tools for lobbying and advocacy. This was based on the handbook *Roadmap to Equality: Lessons learned in the campaign for a SADC Protocol on Gender and Development* that documents civil society's role in the process of getting the SADC Protocol on Gender and Development adopted.
- Broadened partnerships through a meeting of faith based organisations, GEMSA chapters and Alliance members from the 7-9 October 2009 to engage faith based organisations on lobbying and advocate for the 28 targets in the Protocol. The meeting brought together different stakeholders to ensure that faith based organisations had a network to work within SADC countries and to help strengthen the Alliance at country level.
- Conducted monthly tracking of implementation of key provisions of the Gender Protocol through the *Roadmap to Equality: Southern Africa Gender and Development Barometer* e-newsletter which was inaugurated in July 2009. This replaced the Gender Justice Barometer previously produced by the Gender Justice department which focused on tracking national action plans to end gender based violence.
- Held over 100 community and village level meetings as part of efforts to raise awareness on the key provisions of the Gender Protocol so that ordinary women and men are empowered to use this instrument to claim their rights.
- Linked with global processes through convening a Southern Africa pre-Beijing Plus Fifteen caucus in February 2010 and making a presentation at the Africa Caucus session held parallel to the 54th Session of the Commission on the Status of Women. Alliance members participated in daily cyber dialogues during the meeting.
- Strengthened the institutional base of the alliance through mobilising new membership; agreeing on key anchor institutions in each country; facilitating

“ GL, thanks for putting Southern Africa on the international map at CSW (54th Session of the Commission on the Status of Women) and also at sub regional level. Next let's target AU (African Union). Yes we can! Together we can do this. ” - Emilia Muchawa, Zimbabwe Women's Lawyer's Association

the work of theme clusters and regular monthly teleconferences with alliance members.

## Outputs

“GL has provided good documentation for Southern Africa through the production of the SADC Gender Protocol Baseline Barometer and hand book on lessons learnt.”  
- Ntsai Mushonga, National Coordinator of the Women’s Coalition of Zimbabwe

15 country reports of the SADC Gender Protocol Baseline Barometer in collaboration with Alliance partners. The Barometer provides an audit of where all SADC countries stand in relation to the 28 targets in the Protocol as part of holding governments accountable.

- *Roadmap to Equality*: Lessons learned in the campaign for a SADC Protocol on Gender and Development that documents civil society’s role in the process of getting the SADC Protocol on Gender and Development adopted - launched parallel to the 2009 SADC Heads of State Summit.
- A CD of radio spots: *Roadmap to Equality*: Voices and views that comprise a series of 10 short feature style reports that will explain the Protocol, why it is needed, and share regional perspectives, highlighting a selected number of provisions. The audio inserts are tools for national campaigners, a launching point for panel or talk shows on radio slots. Radio producers can also use these as part of magazine programmes or their own productions. A presenters/ producers guide and monitoring and evaluation tool accompany the CD.
- Eight issues of the monthly e-newsletter Monthly tracking of implementation of key provisions of the Gender Protocol through the *Roadmap to Equality: Southern Africa Gender and Development Barometer*

e-newsletter which was inaugurated in July 2009. This replaced the Gender Justice Barometer which focused on tracking national action plans to end gender based violence.

## Outcomes



“It is with great pleasure that the Secretariat writes this letter to you to acknowledge and appreciate the work that you have done over the years to promote gender equality and advance women’s empowerment. Most importantly, I wish to recognise the commendable work you have done and those planned around the SADC Protocol on Gender and Development.

It is on this basis therefore that we wish to collaborate with Gender Links/SADC Gender Protocol Alliance on initiatives to popularise the SADC Protocol on Gender and Development. SADC Gender Unit specifically seeks to complement efforts that have already been executed with a view to support the protocol in print and electronically, and translate them in local languages that will be identified.”

- Magdeline Mathiba-Madibela, Head of the SADC Gender Unit

- A broad-based, credible, relevant and cutting edge network working to promote gender equality in the Southern Africa whose work is recognised by the regional body.
- A sensitised public and media with a better understanding of gender equality issues, and an understanding of the significance of the Protocol.
- A good synergy with the SADC Secretariat, creating opportunities for influencing the gender agenda at regional level.
- A rapport with most SADC governments on the role and significance of civil society.
- A strong profile of the campaign and its significance as a catalyst for mobilising the women’s movement in SADC.

## The SADC Protocol @ work

The SADC Protocol on Gender and Development continues to provide a framework for GL and Alliance partners programming.



Emma Kaliya (second from left) receiving the Driver's of Change Award.  
Photo: Gender Links

For example in Malawi, the Gender Networking Council has developed a National Programme on Promotion of Women in Politics to increase women’s participation in line with the Protocol target of 50% women in decision-making by 2015. The campaign is led by Emma Kaliya, a founding member of the Alliance and recipient this year of the Driver’s of Change award.

In a statement to CEDAW in February, the Malawi government credited the campaign with playing a major role in increasing women’s political participation from 14% in the 2004 Elections to 22% in the May 2009 elections. The Government said it would continue to implement the Programme with

particular focus on the forthcoming Local Government Elections (2010) and the next general elections in 2014. Furthermore, recruitment agencies and commissions (civil service, judicial, police, health, and teachers) will be re-oriented in order for them to be gender sensitive in their work.  
[http://www2.ohchr.org/english/bodies/cedaw/docs/statement/malawi45\\_statement.pdf](http://www2.ohchr.org/english/bodies/cedaw/docs/statement/malawi45_statement.pdf)

Many SADC government officials are now quoting the Protocol in political speeches and as a benchmark for reviewing gender policies. For example, the Protocol provided a key point of reference in the South African Minister of Women, Children and Persons with Disabilities budget speech vote. The minister noted that once ratified the Protocol will form basis for the review of the National Policy Framework for Women's Empowerment and Gender

Equality. <http://www.anc.org.za/caucus/docs/sp/2010/sp0416a.html>

The SADC Gender and Development Protocol is setting targets in areas beyond government. In a survey on women's representation and participation in the private sector, the Business Women in South Africa Women in Leadership Census 2010 quotes the SADC Protocol on Gender and Development four times. The report recognises the significance of the Protocol provisions calling on equal participation, of women and men, in policy formulation and implementation of economic policies and the need to adopt policies and enact laws which ensure equal access, benefit and opportunities for women and men in trade and entrepreneurship as a way of building sustainable development. <http://www.bwasa.co.za/Portals/4/docs/BWACensus2010Report.pdf>

### Lessons learned

- There is strength in numbers - coalition building hence the Alliance has managed to accomplish a lot since its formation.
- In a sustainable campaign there is need to conduct a power analysis and understand who makes the decisions.
- Media, information and communication are powerful tools in building sustainable campaigns.
- There is need to continuously build capacity of alliance membership for meaningful participation by all.
- Coordination is key to success for any network.



### Next Steps

#### *Strengthening the Alliance*

- There is need to think about structures, programming and resource (human, financial, etc) mobilisation to ensure sustainability of the Alliance.
- It is important for the Alliance to continue networking with like minded sub-regional, regional and international networks as part of consolidating its position. At the present moment the Alliance has taken steps to join FEMNET as an associate members.
- There is need to do mapping of other existing opportunities for the Alliance to plug into regional and international processes so that the sub-region is well represented.

“ We definitely look forward to working with the Alliance more as we have a lot to learn from you as we also strategise for the gender protocol for the East African sub-region (and) working with you more as we build a strong women's movement in Africa ”

- *Norah Matovu Winyi, FEMNET, Kenya*

### Programming

- Periodic review of the three-year consolidated plan and operational guidelines is key to sustaining the work

of the Alliance, supported by a good resource base mobilised by the Alliance leadership with the support of the members.

- The growth of the Alliance in terms of reach and depth is essential for long term sustainability, which is, reaching out to new partners and associates, and deepening the approaches and strategies to achieve results.
- To continue monitoring and evaluating if and how countries are achieving the 28 targets in the Protocol.

### Key campaigns

- There is need to campaign vigorously for the ratification of the Protocol for all countries that have signed by August 2010 Heads of State Summit.
- The Alliance focus on three regional key campaigns: Gender and Soccer 2010, Making Care Work Count and 50/50 women in decision making campaign.

### Monitoring and evaluation

- Begin the process of updating the SADC Gender Protocol Baseline Barometer.
- Analyse the findings of the new tools that we have developed including the Knowledge, attitude and skills (KAS) questionnaire; protocol score card; gender based violence score card; Local government score card.

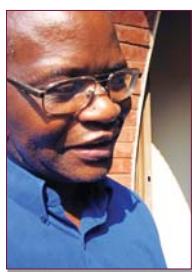


#### **What I have learned on the job**

The Executive Director has helped me build my management skills ranging from self to programme and financial management. I have learned to execute work at a much higher and appreciate the importance of sound institutional systems which are one of GL's winning formulas. I have honed my proposal writing skills and I am delighted that I managed to secure donor funds for the Justice portfolio which I managed in the last few years. I am still learning editing skills including how to self-edit. Being at GL is like attending a "career college". At GL you receive all the training you will ever need in the work place if you are open to learning. - *Loveness Jambaya Nyakujarah*

# CUSTOMARY LAW AND WOMEN'S RIGHTS

By Dr Muna Ndulo (GL Chair and Professor of Law Cornell University Law School and Director of Cornell University's Institute for African Development)



One of the most contentious areas of the SADC Protocol on Gender and Development concerned customary law which results in the rights that women are granted through constitutions and laws being undermined by daily practices and norms. After much tussle, the Protocol requires that member states enshrine gender equality in their constitutions and that these provisions not be contradicted by any laws, traditions or practices. While this provision if yet to be tested, in essence it should be read to mean that there is no place in the region for the dual system that has pertained up to now.

There has for a long time been a major debate on the continued application of customary law between human rights activists and traditionalists. While

traditionalists argue that customary law by promoting traditional values makes a positive contribution to the promotion of human rights, activists argue that it undermines the dignity of women and is used to justify treating women as second class citizens.

Many African constitutions contain provisions guaranteeing equality, human dignity and prohibiting discrimination based on gender. However, the same constitutions recognise the application of customary law providing a mechanism for the resolution of conflicts between some customary law norms and human rights provisions.

SADC Protocol norms need to be reflected in national constitutions and national legislation. As reflected in the examples of the Ugandan and South African constitutions, there are precedents for this.

## Taking the bull by the horns: Constitutions and customary law

For example the 1985 Uganda Constitution in article 33 provides that "(1) women shall be accorded full and equal dignity of the person to men; (2) The state shall provide the facilities and opportunities necessary to enhance the welfare of women to enable them to realise their full potential and advancement. (3) The state shall protect women and their rights, taking into account their unique status and natural maternal functions in society; (4) women shall have the right to equal treatment with men and that right shall include equal opportunities in political, economic and social activities; (5) without prejudice to article 32 of this constitution, women shall have the right to affirmative action for the purpose of redressing the imbalances created by history, tradition or custom and (6) laws, cultures, customs or traditions which are against the dignity , welfare or interest of women or which undermine their status , are prohibited by this constitution<sup>1</sup>."

Similarly, the Constitution of South Africa states that: "The courts must apply customary law when that law is applicable, subject to the Constitution and any legislation that specifically deals with customary law<sup>2</sup>."

No SADC constitutions should immunise customary law against human rights provisions. This should be accompanied by legal reform of both customary and ordinary legislation. Reform efforts should start with a comprehensive diagnostic study of each SADC country's legal system aimed at identifying laws that require reform. With respect to customary law, any reform efforts must be mindful of the weapons of the traditionalists who argue that human rights norms are the product of Euro-Christian societies.

The fight for gender equality should also be taken to the courts in mass movements. *The Hotel Intercontinental v. Longwe* in Zambia and *The Republic of Botswana v. Unity Dow* were trail blazers in the SADC region in this field. More recent example



Customs should not disempower women

Photo: GCIS

that have carried the struggle of establishing a society where men and women are equal to a higher level are the *Bhe and others v. Sithole* and Minister of Justice, the South African Constitutional Court took up the constitutional validity of the principle of primogeniture in the context of the customary law of succession. Central to the customary law of succession is the principle of male primogeniture.

In *Shilubana v. Nwamitwa* the South African Constitutional Court had to deal with whether the community has the authority to restore the position of traditional leadership to the house from which it was removed by reason of gender discrimination. We can only hope that our courts will give us more of these kinds of decisions.

<sup>1</sup> Constitution of the Republic of Uganda, 1995, article 33 (1), (2), (3), (4), (5), (6).

<sup>2</sup> The Constitution of the Republic of South Africa, 1996, article 211 (3).

# GENDER AND MEDIA PROGRAMME

## OVERVIEW



GL Francophone director Loga Virahsawmy being interviewed by the Mauritius Broadcasting Corporation.  
Photo: Gender Links

### Key developments in the media programme for 2009-2010

In 2009 the GL media team worked on two major research projects. *Glass ceilings: Women and men in Southern Africa media* was launched in August 2009. The Gender and Media Progress Study (GMPS), follow up to the 2003 Gender and Media Baseline Study (GMBS) and the 2007 HIV and AIDS and Gender Baseline Study, started in October 2009.

Data collection for the GMPS took place between October and November 2009. The GMPS research methodology provided GL with the opportunity to test a new technology for data capturing. Monitors for the GMPS were provided with country specific databases on CDs. Monitoring data was captured online as opposed to using hard copy monitoring sheets.

The data from the Glass Ceiling research and the GMPS will enable GL to create profiles for media houses on the basis of their human resources as well as content. By February 2010 GL had completed the Media Action Plan for HIV and Aids and Gender (MAP) policy process. The next set of gender policies will be supported by the findings of the Glass Ceiling research and the GMPS. Much of GL's focus in the last few years has been on the mainstream media. In 2010-2011 GL will also focus on community media across the SADC region.

During 2009 five SADC countries had elections. These were: South Africa, Malawi, Botswana, Mozambique and Namibia. GL trained both media and women politicians in all the election countries. Women's representation in Botswana and Namibia has gone down and is a cause for concern. Malawi's result on the other hand was really encouraging, an increase of 10% from 12 to 22%.

“ This article considered some of the dilemmas of feminist media activism as experienced by the nongovernmental organization Gender Links in South Africa. As the employees at GL know, media activism can be complicated and messy. Activists have to find the best arguments and approaches to make an impact on the mainstream media. GL is in step with other feminist and development organizations in its use of the dominant professional-technical approach to social change. However, experts question the long-term impact of this approach and recommend the integration of political and countercultural approaches. Gender mainstreaming, a strategy that perfectly fits the professional-technical approach, has also been discredited as depoliticising and ineffective in bringing about changes on an ideological level. This poses a fundamental challenge to Gender Links: How does this organisation move forward to bring deep change to patriarchal values in South Africa? There are no easy answers to this problem. ”

- Excerpts from: *Challenging the Lion in Its Den: Dilemmas of Gender and Media Activism in South Africa* By Margaretha Geertsema: Ecquid Novi: African Journalism Studies Volume 31 (1) 2010

An innovative gender, media and elections project in Namibia resulted in the Polytechnic of Namibia (PON) and the New Era newspaper producing and publishing gender aware election stories. GL and the Gender and Media Southern Africa (GEMSA) network ran media literacy courses in 12 SADC countries in 2009. The course remains one the most popular courses GL runs. Through the media literacy course GL builds citizen participation in the media. In August 2009 GL ran a Business Unusual: Gender Economy and the media course parallel to the SADC HOS in the DRC. Journalists were trained on the economic provisions of the SADC Protocol on Gender and Development.

“ Your publications on the media are very popular with our users at the library. ”

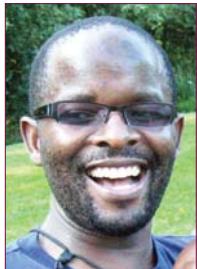
- Jean Mandewo, Librarian at the Zimbabwe Women's Resource Centre Network

### Priorities for 2010-2011

- Complete the GMPS regional and country reports.
- Conduct advocacy workshops in the 14 countries where the GMPS was conducted.
- Draw country profiles from glass ceilings and GMPS data to facilitate targeted work with media houses.
- Roll out gender policy and training to 100 media houses in the SADC region.
- Continue with the gender, media and elections training in five countries in SADC.
- Work with institutions of higher learning to offer the media literacy course as an accredited course to their students and part of their community outreach.
- Run a Business Unusual course parallel to SADC HOS in Namibia.

# MEDIA RESEARCH AND POLICY

By Dumisani Ghandi, Outgoing manager, Media Research and Policy



## Synopsis

This report covers the work done by GL on its research and policy portfolios over the period March 2009 to February 2010. In previous years, GL's research and policy work was part of the Media Action Plan (MAP) on HIV and AIDS and Gender which started in 2005. MAP has generally been weak on coordination over the years and in the period under review, it was existent only in name. However, GL continued to build on achievements in the previous years in the policy sub-sector for which it was the lead agency under MAP.

## Research



GL Media training manager Sikhonzile Ndlovu at the launch of the Swaziland Glass Ceilings report.  
Photo: Jennifer Lewis

## Glass ceilings in Southern African newsrooms

In 2008-9, GL extended its "Glass Ceilings" research on women and men in media houses beyond South Africa to the whole Southern Africa region. A total of 14 out of the 15 (minus Angola) countries of Southern Africa participated.

- A regional report, Glass Ceilings: women and men in Southern Africa media and 14 country pamphlets were produced in August.
- Beginning with the first launch on 3 August in Maputo Mozambique to 2 November 2009 in Windhoek, Namibia, the Executive director, Colleen Lowe Morna; Director, GL (Mauritius and Francophone Office), Loga Virahsawmy; Media Training Manager Sikhonzile Ndlovu and the programme manager traveled to 13 countries except Seychelles and Angola to launch the report and engage journalists and media managers as well as other gender and media NGOs on the findings.
- In each country, participants developed a programme of action identifying strategic objectives and activities to be undertaken in order to address the findings of the research.

- After the workshops, GL staff and local consultants made newsroom visits to seek buy-in for the development gender policies as a way of addressing the gendered structural inequalities that persist within the sector. As will be discussed later in this section of the report, some of the media houses identified have started working on their gender policies as illustrated in Table 2.

## GMPS

- In 2009, GL undertook a sequel to the Gender and Media Baseline Study (GMBS) of 2003 appropriately titled the Gender and Media Progress Study (GMPS). This is a follow up study to measure whether or not the strategies - advocacy, training and the policy roll out process - have assisted in the transformation of some of the ethical shortcomings of the media identified in the GMBS.
- In August 2009 a reference group met in Johannesburg and made recommendations that were incorporated into the methodology.
- From 31 August to 1 September 2009, the media research and policy programme manager travelled to Cairo to assist WACC in training regional team leaders for the GMPS on how to use the qualitative tool as well as assist with the quantitative training.
- From 5-7 October 2009, GL and MISA trained the 15 team leaders for the 15 SADC countries on how to use the GMPS methodology.
- In the week beginning 11 October the team leaders in turn trained monitors in-country thus opening the way for the beginning of the monitoring period starting from 19 October to 16 November 2009.
- The data and artifacts from the monitoring have been transmitted to GL and at the time of going to the press, the data analyst was in the process of generating graphs for analysis.

## HIV and Gender Policies

The Media Action Plan in HIV and AIDS and Gender had the following objectives:

- To ensure that 80% media houses in the Southern African Development Community (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 promote diversity.
- The equitable and fair treatment of all within media workplaces.



- Mitigate the effects of HIV and AIDS on the media industry.
- 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 backstopping

### HIV and AIDS policies

In 2009, GL extended its HIV and AIDS policy roll out to finalise 20 remaining media houses that just needed to complete this process by adopting the draft policies that they had already developed.

The table illustrates the cumulative total of media houses that have drafted and/or adopted their policies. As at end 2008-2009, a total of 138 media houses out of the targeted 204 had completed the adoption of their draft policies while 16 were yet to adopt their drafts. The final year of the project was always going to be the most arduous as the most enthusiastic participants had already completed the process. In the year under review, six media houses finalised their policies raising the total to 138 media houses and 184 newsrooms (some newsrooms belong to the same company). This is 90% of the original target. If the ten draft policies are added, the total comes to 194, or 94% of the target. A further 22 media houses had started but not finished the policy process.

## Summary of country progress for HIV and AIDS policies roll out to date

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	1	7	7
Malawi	24	24	-	3	-	3	18	17
Mauritius	11	38	-	-	-	-	9	36
Mozambique	26	40	1	2	-	2	17	18
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	-	14	11
Zimbabwe	12	13	-	-	-	-	-	-
<b>Total</b>	<b>204</b>	<b>371</b>	<b>6</b>	<b>13</b>	<b>3</b>	<b>10</b>	<b>138</b>	<b>184</b>

### Gender policies

Until 2009, most media houses in the region had opted for gender aware HIV and AIDS policies, but not stand alone gender policies. Spurred on by the *Glass Ceiling* research and willingness expressed during advocacy workshops to engage in policy processes, GL contracted facilitators to roll out gender policies in The Democratic Republic of Congo (DRC); Madagascar; Malawi and Tanzania in December 2009, with satellite offices in Mauritius and Botswana handling the roll out process in these countries, and the GL headquarters managing South Africa and Zimbabwe. GL revised the

facilitators' guide to strengthen monitoring and evaluation.

The table illustrates progress made in the period under review. With a target of 68 media houses and 198 newsrooms, the facilitators especially in Malawi; Mauritius; Zimbabwe and DRC managed to get 33 media houses to the stage of draft and or adopted gender policies. Progress in the DRC and Madagascar is especially heartening. In Botswana, South Africa and Tanzania there are positive signals that buy-in will be achieved soon and the process will move on to the workshop and drafting stages.

## Summary of progress on gender policies roll out process

COUNTRY	CONSULTANTS	Media Houses	News rooms	Stage 1	Stage 2	Stage 3	Stage 4	Complete	News rooms
Botswana	Keabonye Ntsabane	5	5	-	-	-	-	-	-
DRC	Dorothee Swedi	10	10	-	1	-	9	9	-
Lesotho		4	4	-	-	-	-	-	-
Madagascar	Ialfine Tracoulat	7	13	-	-	1	-	-	-
Malawi	Pushpa Jamieson	6	7	-	-	-	6	-	-
Mauritius	Loga Virahsawmy	2	21	2	2	2	2	2	-
Mozambique		5	5	-	-	-	-	-	-
Namibia		6	8	-	-	-	-	-	-
South Africa	Gender Links	5	99	-	-	-	-	-	-
Swaziland		5	5	-	-	-	-	-	-
Tanzania	Arthur Okwemba	6	11	6	6	6	6	-	-
Zambia		5	6	-	-	-	-	-	-
Zimbabwe		2	4			1			
<b>Total</b>		<b>68</b>	<b>198</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>23</b>	<b>11</b>	<b>-</b>

## Gender in media regulation

GL continued with its work on mainstreaming gender in media regulatory authorities as an extension of its work with media houses in the region. In this period, GL finalised work with the High Authority of the Media in DRC and started collaborating with the Media Council of Malawi to help them draft a gender code of ethics.

## High Authority of the Media (HAM)

The Director, GL (Mauritius and Francophone Office) travelled to the DRC in September 2009 to assist HAM in finalising and adopting their gender code of ethics. The code was adopted by media houses, journalists, gender and media NGOs as well as representatives from key ministries such as gender and communications. The draft Code of Ethics was developed during a workshop held in Kinshasa in June 2008.

## Media Council of Malawi (MCM)

In July 2009, the programme manager traveled to Lilongwe, Malawi to conduct a situation analysis at the Media Council of Malawi ahead of a planned workshop to develop a gender code of ethics. The gender code of ethics workshop was held on 15 and 16 September in Blantyre the outcome of which was a draft gender code of ethics. The MCM got the support of the World Bank to conduct road shows to popularise the gender code of ethics before it is sent for adoption at the organisation's annual general meeting.

## Outputs

- One regional and 14 country reports of Glass Ceilings: women and men in Southern Africa media.
- 14 workshops in 13 countries attended by over 353 people.
- Programme of action developed by Glass Ceilings workshop participants.
- 33 participants trained on using the GMPS methodology and 14 team leaders recruited to train monitors in-country.
- GMPS data collected from team leaders and monitors and cleaned up for analysis.
- 184 out of the targeted 204 media houses have draft policies. 10 more media houses have draft policies that are yet to be adopted making the total number of policies drafted 194.
- Steady progress towards GL's target of 50 gender policies by June 2010.
- Draft HAM gender code of ethics adopted.
- Media Council of Malawi (MCM) MCM gender code of ethics drafted.

## Outcomes

- Successful launches and wide publicity of the Glass Ceilings report.
- Media houses give buy-in to the development of gender as well as sexual harassment policies.
- Successful workshop with HAM resulting in the adoption and launch of the HAM gender code of ethics.

- Work with media regulatory authorities on track with the adoption of the MCM gender code of ethics as the outstanding issue.

- Increase in the number of media houses that have given buy-in and are developing gender and sexual harassment policies.
- Evidence (see box) that the SADC Gender Protocol is beginning to be taken note of and applied by the media.

When MISA Zimbabwe chairman, Loughty Dube, informed the membership of a proposed amendment to the gender clause in the MISA Zimbabwe constitution, a debate about its significance ensued. The amendment, as a result of resolutions made at the regional MISA annual general meeting last year, will see a previous 30% female gender quota moved up to 50% in line with the SADC Protocol on Gender and Development. - Excerpt from an article in the GL Opinion and Commentary Service by Fungai Muchisori.



Thabani Mpofu, formerly Managing Editor of the Chronicle newspaper, Bulawayo, joins GL in July 2010 as Media Programme Manager.

Photo: Gender Links

## Lessons learned

- Research projects of the magnitude of the Glass Ceilings and GMPS require meticulous prior planning to ensure quality data is generated without exerting immense pressure on GL headquarters staff.
- The work done on policies requires continuous backstopping and monitoring and evaluation to ensure that effective implementation of policies developed.
- When partnerships do not work - like MAP - it is not the end of important projects. You salvage what you can, select working partnerships and get on with the work.

## Next steps

- Get comments and feedback on GMPS findings in all countries; launch the regional and country reports at the Gender and Media Summit.
- Roll out gender policies to at least 100 newsrooms across the region; monitor and evaluate their impact.



### What I have learned on the job

When I came to GL, that first week of April 2007

I was overwhelmed but decided stick it out. I cannot remember just how exactly she put it, but The Executive Director told me that my success or failure would depend on the MAP facilitators. From there I tried to develop a unique management style that blended goal oriented but courteous, respectful professional relations using the phone and email. I was not the pioneer at this, but the Media Action Plan on HIV and AIDS and Gender was not any other project. None of us had done this before. Somehow my efforts worked and we have been able to move mountains. It is with a great deal of mixed feelings that I leave this job. I am happy that my successor, Thabani Mpofu, is a former editor who walked the talk in his newsroom. - Dumisani Gandhi

# MEDIA TRAINING

By Sikhonzile Ndlovu-Maphosa



## Synopsis

This report details the three media training activities that GL has engaged in during the year under review: Media Literacy, Gender, Media and Elections and Business Unusual: Gender and Economic reporting. The media training programme has different target groups

that include members of the general public, women in decision making and journalists among others. This programme fulfils one of GL's broader goals of citizen empowerment and participation. These projects seek to empower members of the public to meaningfully participate in democratic processes as well as to hold the media and governments accountable. The Business Unusual training programme that was piloted across the region between 2005 and 2009 has resulted in a network of regional economic reporters who have been trained on gender mainstreaming in economic reporting. The signing of the SADC Protocol on Gender and Development in August 2008 has given the project a new impetus as it has key economic provisions which member states have to adhere to.

## Key activities

### Media literacy

The media literacy project gained momentum in 2009 with the course being extended to new target groups and new countries in the region. Training was conducted for women politicians in Botswana and Mauritius. This is part of larger efforts to widen the programme's reach. Training courses for the general public were extended to five new countries: DRC, Lesotho, Mozambique, Swaziland and Zambia.

### Gender, media and elections

The gender, media and elections project, which GL has been conducting for a number of years, continued during the period under review. Workshops were held in Malawi, Mozambique, Botswana and Namibia. The four countries held national elections in the period under review. The project also saw journalists from various media houses being trained on the gendered aspect of

politics. South Africa, which had its general elections in April 2009, had workshops in February 2009. GL produced a report on the gender dimensions of the elections soon after they were held and became a media reference point on such matters as the increase in women's representation from 33% to 44%; new president's polygamous life style and the woman leader of the opposition appointing an all male cabinet.

Local government elections will be held in Lesotho in 2010. Local government training in Lesotho is being conducted in conjunction with the governance unit. At least 20 participants took part in each of the workshops.

In Namibia, the project took a different approach as civil society organisations were involved. The focus was equipping them with skills to do gendered analysis of the electoral process and to be active media commentators during the elections. This project also saw GL reviving the Echoes Student News Agency project run with the Polytechnic of Namibia in the run up to the 2004 polls. This time around students had an opportunity to accompany the GL field officer to various localities in Namibia as she conducted local government workshops. As such this brought about a diversity of stories to the news agency. Most of the stories written up were published by *New Era*, a Windhoek based daily.

### Business unusual: Gender, Economy and the Media

GL ran a Business Unusual workshop for journalists during the SADC Heads of State Summit in the DRC in August 2009. This workshop was run as a parallel event. This sought, among other things, to publicise the economic provisions of the SADC Protocol on Gender and Development. Twenty journalists participated.

This was followed by a regional workshop in December 2009, which brought together participants from all countries where BU workshops had been conducted between 2005 and 2009. The workshop linked these journalists with the Zimbabwe Women Resource

“Just wanted to share that Ann Marie Goetz, a governance expert at UNIFEM started off a presentation at a major global conference on women in politics in Guatemala by commanding GL for coming out so quickly with excellent analysis, data and insights on women in the recent SA elections. Very proud of the organisation and others are asking for GL's web site details. Congrats to you and the team.”

- Pat Made, GL Board Member



Media literacy graduation in South Africa.  
Photo: Colleen Lowe Morna

“Thank you so much for sharing the Gender, Elections and Media monitoring materials with me. They are very helpful as we are organising a regional (Latin America) workshop on media monitoring with a gender focus.”

- Kristen Sample, International IDEA

Centre and Network which is the lead agency for the Economic Justice Cluster of the Southern Africa Gender Protocol Alliance. A total of 20 journalists from the region participated. This workshop had a

link to Gender and Soccer 2010 in that the journalists wrote stories about how the protocol could be used to advance economic justice during major events such as this.

## Outputs, outcomes and next steps

Outputs	Outcomes	Next steps
<b>Media literacy</b> <ul style="list-style-type: none"> <li>• 100 members of the general public trained to engage with the media.</li> <li>• 40 women politicians gained skills empowered to interact with the media as well as design their own campaigns and publicity materials.</li> <li>• Newsletters produced.</li> <li>• Photos.</li> <li>• Training materials generated for the GL virtual resource centre.</li> </ul>	<ul style="list-style-type: none"> <li>• Citizens empowered to engage critically with the media.</li> <li>• Strengthened partnerships with media training institutions in the region.</li> <li>• Women politicians who are able to interact with the media.</li> <li>• GEMSA networks empowered and strengthened to run their own workshops.</li> </ul>	<ul style="list-style-type: none"> <li>• Dialogue with training institutions to include course in training curriculum.</li> <li>• Plan of action and TOT with Gauteng department of education.</li> <li>• Explore ways of involving schools in other countries.</li> <li>• Support to University of Antananarivo which has introduced course to masters students.</li> </ul>
<b>Gender, elections and the media</b> <ul style="list-style-type: none"> <li>• 60 women politicians trained.</li> <li>• Profiles written up.</li> <li>• Politicians who are able to design their own campaigns and publicity materials.</li> <li>• Women who are able to use multi media.</li> <li>• Civil society empowered to do gendered analysis of elections.</li> <li>• Press releases.</li> <li>• 18 Stories written up under the Echoes Project.</li> <li>• 9 stories published by mainstream media.</li> </ul>	<ul style="list-style-type: none"> <li>• Civil society empowered to do gendered analysis of electoral processes.</li> <li>• Women in politics able to engage with the media on different forums.</li> <li>• WIP who are able to design their campaigns as well as publicity materials.</li> </ul>	<ul style="list-style-type: none"> <li>• Distribute Namibia elections report.</li> <li>• Design training module similar to 50-50 campaign.</li> <li>• Training in Mauritius, Namibia, Tanzania and Zambia.</li> </ul>
<b>Business unusual</b> <ul style="list-style-type: none"> <li>• Network of journalists strengthened.</li> <li>• 20 regional journalists trained.</li> <li>• 20 stories written up during the workshop.</li> <li>• 40 stories written up post training.</li> <li>• Contribution to Gender and Media Diversity Journal Issue Eight.</li> </ul>	<ul style="list-style-type: none"> <li>• Economic reporters who are aware of and can interpret the economic provisions of the SADC Protocol on Gender and Development.</li> <li>• Journalists who are able to do a gendered analysis of huge events like soccer 2010.</li> <li>• Improved coverage of economic stories in the region.</li> </ul>	<ul style="list-style-type: none"> <li>• Stories written post training in GMDJ 8; Bring in reporters for 2010 news team.</li> </ul>

## Lessons learned

- While media training across the three projects was largely successful, there were minor technicalities associated with expected outcomes versus what the projects have achieved. For example, GL targeted 20 members of the public across the countries. However these were not reached in Lesotho and Swaziland. This calls for more strategic ways of marketing the course.
- Not all partnerships lead to good results. In Swaziland the course was supposed to be a joint initiative with the University of Swaziland. However, GL ended up running the project on its own.
- Need to differentiate between relationships with individuals and institutions.
- Need for clear MOUs as the project continues to be run with training institutions.

- Quality of outputs from participants lower than expected e.g. Lesotho and Zambia.
- Partnerships that work: WIN.
- Media not keen to attend capacity building workshops; on-site training.



### What I have learned on the job

The Gender, Media and Elections project presented me with enormous challenges and opportunities for growth. First, I had to try and understand different electoral systems in the region. Whilst I had followed political happenings in SADC, I had done so from a distance not really getting into the finer details. My first task was to develop training materials for the Namibia workshops ahead of that country's November 27 and 28th elections. The fact sheet gave me enormous challenges because I had to read and understand the Namibian electoral system. And being Zimbabwean where we use the "first past the post" system it took a lot of time for me to grasp this whole new idea of "proportional representation". But this exercise presented me with vast learning opportunities because it meant that I had to read as well as "apply my mind" as the ED would say! - *Sikhonzile Ndlovu*

# Whose news, whose future?

By Loga Virahsawmy



I know I am quite bad at taking examinations and the butterflies in my tummy take a long time to go. But this time the butterflies will only go after the local elections. It all started when the main opposition party headed by the Mouvement Militant Mauricien (MMM), also called Heart Alliance announced its list of candidates for the May 5 General Elections. Eight women on a total of 60 candidates. Less than the 2005 general elections when the MMM fielded 10 women candidates.

Thirteen percent female candidates for a party that has always claimed to be the champion of democracy; whose party constitution stipulates that there must be at least 20 percent women as candidates for general and local elections; and campaigned as the "Alliance of the Future". What future do women have in the "Alliance of the Future"?

I felt I had failed badly as both the Labour Party and the Mouvement Socialist Militant (MSM) of the Alliance of the Future had sent participants to our Media Literacy and Leadership Skills for women politicians. At our workshops we urged these women to challenge their leaders and ask them to field at least 30% women candidates. The MMM refused to send participants arguing that their candidates do not need training. This is unfortunate. Had their candidates received training they would have taken their leader to task when he said that "all the candidates of the Heart Alliance are being sent to the slaughterhouse."

Blatant and sexist languages are very often the order of the day during the electoral fever but coming from an aspiring Prime Minister is very dangerous. Ask any politician about women's contribution to elections, they will say that women are the best political activists.

While doing their political activism, they already juggle a full time job, their domestic duties - and getting men elected.

The battle for greater gender equality in Mauritius politics is not new. In the Commission on Constitutional and Electoral Reform 2001/ 2002 report, Albie Sachs wrote, "Mauritius can justly be proud of the admiration which its democratic life enjoys internationally. It cannot, however, hold up its head in terms of participation of women in political life." The report added that "half the population ends up with only a one-twentieth share of representation which manifests a grave democratic deficit."

Women are used a lot during electoral campaigning. In a public meeting the leader of the MMM said that for the 2015 general elections he will put one woman in each of the 60 constituencies while the leader of the Labour Party warned men to be careful as there might be more women than men in the 2015 general elections.

My hope is that media practitioners and gender activists will take them to task nearer the time.

Not surprisingly, the elections yielded a mere one percent increase in women's representation, from 17 to 18%. I am taking my re-sit examinations before the end of the year for the local government elections. The results will then tell me if there is really no hope for me and for a country which positions itself as a model of democracy in the region. One good piece of news is that Mauritius has a new Ministry of Gender Equality (the first ministry with such a name in the SADC region), and veteran women's rights activist Sheila Bapoo is the new minister. Mauritius has one more election before the SADC 2015 deadline. With the time we lost in 2010, we certainly cannot rest on our laurels.



Mauritian elections.

Photo: L'Express

## What I have learned on the job

My different trips to Madagascar and Democratic Republic of Congo have been one challenge after the other. The Executive Director pushed the envelope a little bit more when she asked me to represent the Southern African Gender Protocol Alliance and to present a paper at the SADC CNGO. Speaking in front of the over 180 delegates proved challenging but enjoyable. I have also been able to put GL high on the agenda in Mauritius. During the Taking Stock exercise of the Sixteen Days campaign I managed to get participants ranging from the Prime Minister's Office, different Ministries and grassroots organisations. They all joined the cyber dialogue for the first time and found it a great experience. I even managed to get high ranking officials to buy GL training manuals! *"Il faut le faire"* as these books are not easy to sell! - Loga Virahsawmy

# GENDER IN MEDIA EDUCATION

By Patricia A. Made, GL Board Member and independent media consultant



Jonathan Beukes, now the Supplements Editor at *The Namibian* newspaper in Windhoek, happened to be in the right place at the right time. Beukes, who graduated in 2004, was among the first class of media students at the

Polytechnic of Namibia's (PON) Department of Media Technology to go through a journalism programme where gender was systematically integrated into all areas of their study in a pilot project between GL and PON.

"The gender and media training helped us to understand the entire reporting process to make it more balanced and fair; to help us produce credible publications. This is how I approach gender in my work," he said during an interview for a seminal study on Gender in Media Education (GIME).

The GIME study, conducted in 2009 and 2010, by GL through the Gender and Media Diversity Centre (GMDC), is a bellwether, because it provides us with comprehensive insights into gender in media studies and journalism education in Southern Africa. Interviews were conducted with 305 individuals (58 staff (31 females) and 233 students (126 females) at 23 tertiary institutions in 13 Southern African countries.

Training, like policy, is one of the most effective ways to begin to change attitudes and practice. And the GIME findings show us that while some steps and good models are in place in departments of media studies and journalism training in the region, we still have a long way to go.

Key findings of the GIME audit include:

- Sixty percent of the academic staff in departments of media studies and journalism are men;
- Fifty-seven percent of those studying for degrees in media studies and journalism are females;
- Very few of the tertiary institutions have institutional stand-alone gender policies while 33% of the institutions audited did have institutional Sexual Harassment Policies;
- Sixty-two percent of the respondents said that gender is not a consideration in curriculum policies and processes at institutional and departmental level;
- Media and journalism students receive little theoretical grounding in gender;

- Only one institution (University of Dar es Salaam School of Journalism and Mass Communication) has a specific and compulsory module on gender and media;
- Lecturers and students identified several courses where gender is incorporated into course content, but the depth given to gender in these courses depends on the lecturer's own knowledge and commitment to mainstreaming gender into the course's content;
- Media studies and journalism academics do not conduct research on gender and media issues;
- The plethora of Southern Africa, as well as global, research materials and texts on gender and media issues are not used in media studies and journalism departments.

Lecturers said lack of training and knowledge on gender and media issues; no access to research and materials on gender and the media; no gender institutional or departmental policy frameworks and guidelines to assist faculties on how to mainstream gender; and resistance to 'gender' as some of the challenges they face, even though the majority of those interviewed expressed a willingness to find ways to change the current status quo.

During the last eight years, GL in cooperation with the Media Institute for Southern Africa (MISA) and the Gender and Media Southern Africa (GEMSA) Network has pioneered a series of research studies to put faces, facts and figures to the status of gender equality in and through the media.

GIME adds another dimension to documenting the gender and media story on the Southern African landscape; formulating strategies for change; and monitoring the progress towards achieving gender equality in and through the media.

As Beukes and other students interviewed during the GIME audit noted in their views on the importance of incorporating gender into their media education and journalism training, the seeds of change on how we theorise and conceptualise a free and independent media in Southern Africa; and how the media portray, represent and report on the gender-dimensions of many issues, begin the classroom.



Debating the GIME: Jennifer Lewis, Emily Brown and David Kerr  
Photo: Colleen Lowe Morna

# Gender in Media Education in Mozambique

By Ruth Ayisi, GL Board Member, Independent Media Consultant



A group of mostly male media lecturers were momentarily stunned into silence following a presentation on why gender should be mainstreamed in their courses. When they did start to talk, the debate was heated. "Gender doesn't equal women or feminism so why whenever we talk about gender, it is never gender, only about women? We men have our

issues too; we are victims of gender based violence as well. Why is it men are always portrayed as bad?" were some of the comments.

The media training institutions in Mozambique this year began reviewing their curricula so it was an opportune time for GL to host a one-day workshop, April 6th 2010 in Maputo to discuss mainstreaming gender into their curricula. Some 29 participants attended, including lecturers from Eduardo Mondlane University, the Higher School of Journalism and School of Journalism in Mozambique, as well as representatives of the Media Institute of Southern Africa (MISA), the syndicate of journalists (SNJ), the Editors Forum (Forum de Editores), UNESCO, and UNICEF.



Ruth Ayisi facilitates workshop on gender in media education in Mozambique.  
Photo: Gender Links

The participants at the workshop were informed about the "Gender in Media Education" (GIME) report conducted last year by GL in southern African countries. The Mozambique GIME report revealed that gender is not mainstreamed into the curricula of media and journalism courses run in any of accredited institutions and none of the media institutions have gender policies. Men dominate heads of departments and lecturers in the departments of media education and journalism

training at all three institutions. The majority of the students are also male.

Presenters pointed out that it was no longer optional to mainstream media in their curricula but legally binding since August 2008 when the SADC Protocol on Gender and Development was signed and adopted by SADC Heads of States. The protocol states that gender should be "mainstreamed in all information, communication, and media policies, programmes, laws and training."

One of the presenters, Tomas Viera Mario of MISA, argued that the new curricula should focus on elaborating modules on important issues, such as HIV/AIDS, gender, human rights because, he said, journalists often lack depth in their coverage. "A journalist should be a partner for development." Fernando Goncalves, representing the Editors Forum also agreed that journalist training should not only focus on the technical aspects of journalism but also on basic issues, particularly on human rights. He argued, the curriculum needs to be revised to help journalists "communicate ideas" and develop "critical thinking". And he said that they should be knowledgeable of key conventions and protocols, such as the SADC Gender Protocol.

A vibrant debate followed which resulted in even the more skeptical lecturers reconsidering their stance on gender mainstreaming. The political climate in Mozambique is also conducive to progressive changes in the media institutions. Although still one of the poorest countries in the world, Mozambique has made notable progress since the end the 16-year civil war in 1992. A year before, the government ushered in a progressive constitution and multi party democracy, including guarantees for freedom of the media. However although the media has flourished since the lifting of state control in the 1991, the quality of the media remains a challenge.

Gender coverage is no exception. GL found that women comprised only 15 per cent of the news sources in the Mozambican media, which was lower than the regional average of 17 per cent and the global 18 per cent. The 2009 "Glass Ceilings" report, found that women constitute only 27 per cent of the employees in media houses in the country.

Of 29 participants at the GIME seminar only four felt that gender should be taught as a stand alone subject, two were not sure about how to include gender in their curriculum and the remaining 23 thought gender should be mainstreamed.

# GENDER AND MEDIA DIVERSITY CENTRE

By Jennifer Lewis, GMDC Manager



## Synopsis

The period of 2009/2010 witnessed major growth and progress for the Gender and Media Diversity Centre (GMDC). The centre, through new management and dedicated staff, has managed to live up to its objectives including collecting information, connecting

people from the region and across the globe and collaborating with like-minded institutions and individuals who share the vision of the GMDC. As the knowledge unit of GL, the centre assists all departments by offering the necessary support required for the successful implementation and popularising of key programme areas.

## Key activities

### Governance

As part of building formal relationships with academic institutions that form part of the pillars for the work of the GMDC, the centre signed a memorandum of understanding with the National University of Science and Technology (NUST) based in Zimbabwe. In addition, ISIS-WICCE and the International Federation of Journalists (IFJ) became official partners. The University of Zambia and Malawi Polytechnic are still reviewing the MOU and we anticipate their partnership. UNESCO has also been closely linked to the GMDC seminars and research projects and we look forward to collaborating in the future. To date, there are 18 institutional members based in seven countries including Botswana, Kenya, Namibia, Norway, South Africa, Zambia and Zimbabwe and there are 10 individual members from 12 countries including the Democratic Republic of Congo (DRC), India, Lesotho, Madagascar, Malawi, Mozambique, Swaziland, Sweden, United Kingdom, United States and Zambia.

The *Diversity Exchange*, the electronic newsletter of the GMDC, is aimed at keeping our colleagues, partners, friends and fans informed of our network's work, events and research. This instrument has blossomed from a concept into a fully fledged monthly interactive tool. Eight editions have been published to date and the newsletter and our new website have been designed to interface with one another.

### Website and databases

In January 2010, the GMDC launched a new website. What sets this new site apart from others is its databases and integrated social networking platform, the Gender and Media (GEM) Community. This community hosts

an online chat facility which is used to conduct cyber dialogues with global participants, blogs, a contacts database and an interactive calendar. The GMDC hosts a plethora of knowledge tools in its Virtual Resource Centre which contains news clippings and case studies, as well as opinion and commentary pieces. The GMDC research and publication databases contain both academic, activist and student research. In 2010 a photo repository will be developed which will allow users to browse and purchase photographs on line.

The contents and collection of the five GMDC databases continue to expand. The databases and current number of records are shown in the table below:

Databases	February 2009	February 2010
Contacts	4311	5555
Publications	661	798
Research	296	431
Clippings library	2501	2849

The GMDC provides an electronic helpdesk, where queries are responded to within 48 hours. As part of monitoring and evaluation, the GMDC has also started capturing feedback from organisations and individuals.

Keeping with the 21<sup>st</sup> century, the GMDC has joined popular social networking platforms such as Facebook and Twitter. These cyber spaces are used to engage with youth on key areas of our work, and to connect with other like-minded organisations. The GMDC has also created a page on YouTube to host video resources.

### Research

The GMDC spearheaded an *Audit of Gender in Media Education and Training (GIME)*. This audit examined if and how gender has been mainstreamed in training curricula across media and journalism training institutions in the Southern African region. The research covered 27 institutions and 13 countries. The research findings were discussed at a regional conference in Johannesburg in March 2010.

We are pleased to report that already the University of Namibia and Polytechnic of Namibia have begun implementing the findings of the GIME in their training. Further, the GMDC has started in-house brown-bag lunches to discuss pertinent and often controversial issues as a means to formulate clear institutional positions.

The Gender and Media Diversity journal has been a pillar of the GMDC's work. In 2009 - 2010 the GMDC

produced three journals: *Issue 6: Gender, Diversity, Elections and the Media*; *Issue 7: Gender, Media and Sport*; and *Issue 8: Gender and Soccer 2010: Score a goal for gender equality!* Recently, the GMDC has hired a librarian to assist with our reference library.

## Seminars



GMDC hosting cyber dialogues in Johannesburg during Beijing Plus Fifteen.

Photo: Tarisai Nyamwenda

GL believes that the best way to address controversial issues is to move them into the public domain and debate them. Between February and May 2009, the GMDC held a series of seven debates on the theme of gender and transformative leadership involving 476 people in three countries (South Africa, Zambia and Botswana). At these debates members of the audience made suggestions about the qualities they would like to see in a leader. The suggestions have been analysed and collated into a *Gender Aware Leadership Checklist* which has become one of the monitoring and evaluation tools for GL.

In August 2009, the GMDC hosted a seminar for librarians across the SADC region. This was followed in September by a book launch for *Polygamy I- Stories: the Heart of the Matter* and a subsequent discussion on polygamy at Constitution Hill in Johannesburg. On November 23<sup>rd</sup>, 2009, the GMDC, in partnership with UNESCO, hosted a meeting to explore the findings of the GIME in Namibia, subsequent meetings were held on February 12<sup>th</sup>, and in April. Mozambique hosted a similar meeting in April.

On 10 December the GMDC launched an exciting new series of seminars called "*Score a Goal for Gender Equality*" which deals with the implications of the World Cup on gender. This initial launch was held in partnership with the Polytechnic of Namibia and the National University of Science and Technology in Zimbabwe. The GMDC organised a seminar titled *Has civil society and the media failed the women leaders or have women leaders failed us?* in December.

During the Beijing +15 review, the GMDC held seminars on five themes at the GL head office and in New York which were accompanied by cyber dialogues. Three youths from Sacred Heart College volunteered to help set up the cyber dialogues at the GL Johannesburg hub and actively participated in the discussions.

## Lessons learned

- The GIME audit has shown that while institutions are willing to mainstream gender in the curriculum, they lack the expertise to do so. In addition, they do not know about the GMDC and its resources. Therefore it is important that the GMDC assures it reaches institutions of learning on a larger scale.
- The GMDC has revised the internship programme and is now offering it to students who have to complete internship as part of higher learning. This is helping to strengthen our relationship with media training institutions who are core partners.
- Librarians are often the gatekeepers of knowledge and we must engage farther with them.

## Next steps

- Engaging with the institutions on the findings of the GIME audit and undertaking road shows to popularise the work of the GMDC.
- Strengthening the link between students/ youth and the GMDC.
- Strengthening North-South relations.
- Hosting the Gender and Media Summit.
- Participating at the Second World Journalism Educators Congress and Highway Africa 2010.
- Forging more formal partnerships with academic institutions.
- Promoting the Virtual Resource Centre.
- Meeting with SADC librarians from academic institutions and gender NGOs.
- Growing the readership of the Diversity Exchange newsletter.

### What I have learned on the job

Since arriving at GL, I have learned and grown as a gender activist and a person. This is fitting as I manage the GMDC, which is the knowledge centre of GL. I have learned so much from my colleagues, our interns, and the Executive Director. From my colleagues I have learned teamwork, and how to carry a heavy load with elegance. From our interns, I see what it means to want to work in this field so much that you will do so, even when it takes you far from home, and with little income. As for Colleen Lowe Morna, I cannot begin to list all that I have learned. In many ways she is more than a boss, she is a mentor. Aside from learning from the high standards she sets, she involves herself in all of our work. She has personally pushed me and given me opportunities to grow in ways that have made me a better person. When I boarded that plane in New York, I never imagined that this would be such a learning and growth experience. I expected to do my job, and to do it well, but I did not expect to find a community of such caring people, who believe in the work and in improvement, and would also believe in mine. - Jennifer Elle Lewis

# SOCCER 2010: SCORE A GOAL FOR GENDER EQUALITY

By Saeanna Chingamuka, GMDC Programme Officer



On the eve of the FIFA Soccer 2010 World Cup, GL and the Gender and Media Diversity Centre (GMDC) will be spearheading awareness raising campaigns, producing publications and hosting seminars around gender and 2010. In line with the SADC Gender Protocol on Gender and Development that sets 28 targets for the achievement of gender equality by 2015 and with an event of epic proportions about to land on our shores, there is no better time than 2010 to get the ball rolling!

GL launched its 2010 campaign, *Score a Goal for Gender Equality!* on December 10th, 2009 in Johannesburg, Zimbabwe and Namibia with presentations from panelists to look at the effects of Soccer 2010 on gender and a soccer match from two local women's soccer leagues. At the Commission on the Status of Women at the United Nations the GMDC hosted a cyber dialogue on Soccer 2010 anchored in both New York and Johannesburg. The GMDC hosted a lively debate on Soccer 2010 and Sex work on 30 March 2010. On May 3, World Press Freedom Day, the GMDC hosted a debate on Gender, Soccer 2010 and Community radio.

Moving forward, GL and the GMDC will work in partnership with the National Community Radio Forum (NCRF) and Community Media for Development (CMFD) in the activities outlined below.



Mum Rose in the spirit of Soccer 2010.

Photo: Colleen Lowe Morna

## News Service

GL and GMDC will build on our Opinion and Commentary News Service and Train ten community journalists on covering gender in Soccer 2010; publish the stories produced on the GL Opinion and Commentary platform which will also run its radio commentaries during Soccer 2010.



Youth women speak out on the problems and possibilities of Soccer 2010. Photo: Gender Links

## Radio Spots

GL has produced three radio spots on human trafficking under the banner "*Together we can end human trafficking*" in 12 languages including English; Afrikaans; Chichewa; French; Nyanja; Portuguese; Sesotho; Setswana; Shona; Siswati; Shangaan and Zulu. The radio programmes will be broadcast by community and mainstream radio stations across Southern Africa.

**Seminar: Gender, youth and Soccer 2010:** The GMDC hosted a further colloquium on Gender and Soccer on the 22 June 2010 that included a seminar on the theme *Opportunities, risks and voices of young people in Soccer 2010*, a regional launch of the radio spots on human trafficking and a soccer match between two teams comprising both girls and boys.



### What I have learned on the job

The period 2009 to 2010 will remain dear to my career development. It started off with a one week media literacy training in Zambia. The Gender in Media Education (GIME) project took me places and back into the classroom. As I administered the research tools, I realised how much I miss the classroom! Thanks to the television interview I did on SABC News International on the launch of the Polygamy "I" Stories, I had more than a dozen friend requests from some viewers! I was entrusted with organising and anchoring the cyberdialogues during the Beijing Plus Fifteen Review in Johannesburg, with my colleagues in New York. The cyber dialogues went well. We hit the headlines of *Daily Links*. I feel I have developed excellent public relations skills, thanks to some difficult partners that I have had to work with. I enjoy working with people, talking to them and listening to their stories. It just gives me strength to look forward to the next day and days to come.

- Saeanna Chingamuka

# GL OPINION AND COMMENTARY SERVICE

By Deborah Walter, Editor

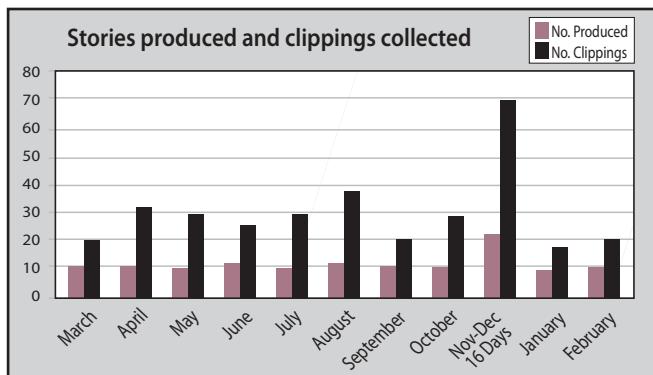


The Gender Links Opinion and Commentary Service aims to provide an average of ten stories per month to editors for publication around the region. The GL Service also aims to support and encourage writers to engage with gender issues.

## Key activities and outputs

### Articles produced and published

The following table represents the number of articles produced every month and their average use. The table and graph compare the number of articles produced to the number of clippings i.e. the number of times articles from the GL Opinion and Commentary Service were used.



Articles produced and published			
Month	No. Produced	No. Clippings	Average Use
March	10	19	1.9
April	10	33	3.3
May	9	29	3.2
June	11	25	2.3
July	8	29	3.6
August	11	36	3.3
September	10	30	3.0
October	9	27	3.0
Nov-Dec 16 Days	23	67	2.9
January	7	16	2.3
February	8	30	3.8
<b>Totals</b>	<b>116.0</b>	<b>341.0</b>	<b>3.0</b>

As usual, there was an increased output and usage of gender related content during *16 Days of Activism*. This *16 Days* the service commissioned and distributed 22 pieces which were confirmed, used 67 times. Although the fact that each article is used on average three times is a good indicator, we are concerned that this is down from four in 2007/2008. Among others, GL has identified marketing, and the need for a full time manager of the service, as essential going forward (see lessons learned).

	2009/ 2010	2008/ 2009	2007/ 2008	2006/ 2007	2005/ 2006
Stories produced	116	104	128	103	126
Average use	3.0	3.5	4.1	3.0	2.6

### Special series

The GL service reflects a diversity of perspectives. However, during 2009/2010, the GL Service produced a number of special series, and paid special attention to some key topics throughout the year.

- *Transformative leadership* - Particularly related to the elections in South Africa, the GL Service featured a number of articles related to elections and leadership, particularly around questioning leadership roles related to gender.
- *Soccer 2010* - Given the importance of the 2010 FIFA Soccer World Cup in the region, the Service has commissioned and distributed a number of pieces to put a gender perspective on the mega event. The Service is distributing a number of pieces produced during a December 2009 *"Business Unusual"* workshop which focused on gender and 2010, as well.
- *Polygamy - the Heart of the Matter* - using stories produced for a regional *"I" Stories* book, the GL Service distributed a series of commentary and *"I" Stories* on the topic of polygamy. These stories focused on highlighting gender issues in the context of polygamous relationships.
- *Caster Semenya* - Although not a pre-planned special series, events surrounding the "gender testing" of Caster Semenya prompted a well-received series of commentaries on the South African athlete.
- *16 Days of Activism* - each year during *16 Days* a special series of commentaries and *"I" Stories* are distributed via the GL Service. As much as possible these coincide with key themes identified for the *16 Days* campaign. This also includes distribution of *"I" Stories*.

### Beijing Plus Fifteen

#### Quick facts

- 344 users logged into the chat room during the 5 cyber dialogues.
- 95 people (61 women, 34 men) participated in face-to-face discussions preceding the cyber dialogues.
- 5 editions of the newspaper were published.
- 1000 hard copies of each edition were distributed.
- 4096 people across the globe received each online edition of the newspaper via list serves.
- 7 articles, resulting in 19 publications, of commentaries resulted from the conference.

GL, in collaboration with the Gender, Media Southern Africa (GEMSA) Network and the Nairobi-based African Woman and Child Feature Service (AWC) participated at the Commission on the Status of Women 54<sup>th</sup> Summit in New York from 1 - 12 March 2010.

The partners collaborated to produce a daily conference newspaper for CSW54, in English and French, with a daily column in Spanish.

Each edition featured:

- News and issues emerging from the conference.
- A daily theme-based centre spread.
- Out and about - information about local sights for delegates.
- Commentary and opinion.
- An *"I" Story* - personal perspectives from the ground.
- Wrap-up of the previous day's cyber dialogue.



The thematic focus of each issue was linked to the online "cyber dialogues":

- Governance - 50/50, women in politics, profiles, achievements, challenges, etc.
- Gender and the Media - breaking glass ceilings, media monitoring, new media, media diversity, reaching diverse communities, etc.
- Gender and Soccer 2010 - opportunities and challenges, etc.
- HIV/AIDS and Care Work.
- Gender Based Violence - how far have we come, measuring GBV, new initiatives, legal issues, prevention, etc.

The conference newspaper bridged the gap between conference delegates, women's rights and gender activists not in attendance. The *"I" Stories* and Commentary Service brought diverse voices to the conference. The paper also helped to highlight key issues such as the confusion and lack of space at the venue; the debates over a new UN Agency for women and key resolutions. Delegates could thus be better informed about what was happening, even when they could not attend certain events. Topical issues highlighted included reproductive health, climate change and women in post-conflict situations.

### Tracking stories

Tracking stories continues to be an ongoing challenge. The online tracking system in place, from January 2007 to November 2009, was very useful in tracking how articles are used. Since late 2009, when GL launched its new website, the former tracking system is no longer in use. A decision was made not to require registration to the site for users. Users are, however, prompted to inform GL of how they are using the articles. Some challenges exist with how this information is generated into a report. We are currently working to revise the generic form offered by the website, in order to better collect information.

### Creating discussion

One of the strengths of the service is its ability to increase discussion on gender issues. The new GL website provides a way for comments to be collected and shared. However, this new function is still new to GL website users, hence they are just beginning to be used. However, other sites such as Women 24 and the Mail and Guardian Online websites collect comments, a function used often by users. In particular, the GL Service stories around SA President Jacob Zuma and polygamy were widely commented on.

evident in their utterances. We need a leader in President Zuma who will be sensitive to gender issues rather than women issues. Gender is created equal - men and women. - **Thembinkosi Mtonjeni** on May 8, 2009, 10:34 am

Colleen Lowe Morna seemed to be still a victim of Zuma phobia, which is sad for a seemingly sensible individual like her. Zuma has been voted overwhelmingly into the position that he will occupy tomorrow, the highest office in the land. - **Nhlaphela Ngubane** on May 8, 2009, 12:12 pm

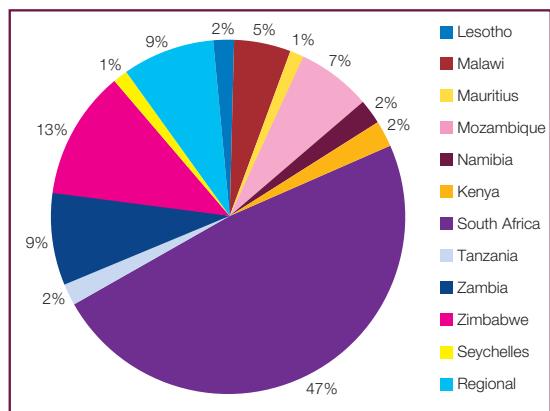
It is absolutely imperative that our public servants are answerable to and are held accountable by the public. It is a cornerstone of democracy: no one is above

public scrutiny. These people have chosen to put themselves on the public stage, and their actions and opinions are of keen public interest. I think that Colleen Lowe Morna has asked some very important and insightful questions that beg answering particularly with regards the president elect's attitude to gender equality and the role of women in our country in general. - **hawu now** on May 8, 2009, 7:00 pm

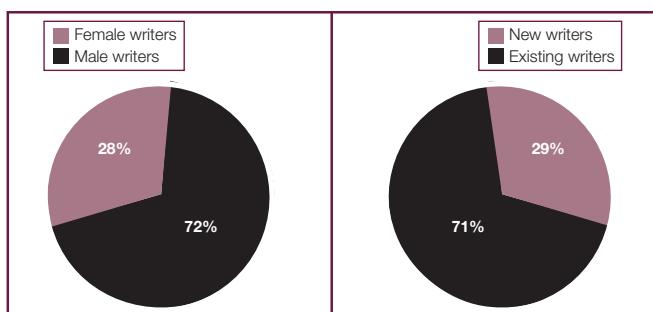
Women representation in the parliament is not all. Knowing the basics of the party politics, the most important in any democratic is not the legislative, but the executive. We need to have female top administrators and ministers, not so much about representatives in the parliament as legislation is drafted primarily within the ministries. - **Radek Kowalski** on May 9, 2009, 3:06 pm

### Country focus of stories

Many stories have a regional focus; the following table indicates the origin and perspective of stories from different countries, based on the best description of origin. The majority of writers continue to be from South Africa, because of the number of special series and programmes that happen in South Africa, for example, articles produced from the *Business Unusual* trainings, or during the *16 Days "I" Stories*, the polygamy and SA elections series.



Of our articles published, we strive to have a balance of new and existing writers each month. This year saw a slight increase in men writers from 20% to 28%. 2010 also saw an increase in repeat writers.



### Audio resources

GL continues to experiment with reaching out to radio communities. Two key projects occurred during this period.

### Roadmap to Equality: Voices and Views

Produced just in time for *16 days of Activism*, "Roadmap to Equality: Voices and Views" is a 10-part series of radio reports that include voices and perspectives on gender equality from across Southern Africa. The SADC Protocol Alliance produced these radio resources as

part of their campaign around the SADC Protocol on Gender and Development - to encourage local action for ratification and advocating for countries who have not signed to do so. Designed for use by presenters as discussion starters and launching points for talks show and call in programmes, the series provides an international perspective with local relevance. Each package includes:

- A series of 11 radio segments.
- Brief summary of each segment.
- Potential questions for call in shows and panelists.
- Topics for more in-depth reporting and discussions.
- Tips for talk shows.
- Country information and contacts to localise talk shows.
- Background information.

The FIFA Soccer 2010 World Cup is just around the corner, and women's voices and gender perspectives are still mostly missing from the dialogue. As part of the campaign to encourage people to "Score a Goal for Gender Equality," this series of radio features has been produced to get people thinking and talking about 2010 with gender in mind. Created with the assistance of CMFD Productions, the series includes interviews with media and gender activists from all over Southern Africa, recorded on site at the December 2009 launch of the *Score a Goal* campaign. They cover:

- Informal Trade and Economic Opportunities.
- Women and Sport.
- Human Trafficking.
- Sex Work - Woza 2010! Africa's year.
- Gender, Sport and Media.

### Lessons learned and next steps

- Difficulties in tracking have some bearing on the reduction in usage. However, recognising that there were competing priorities on the editor's time, GL has decided to employ a full time editor, while retaining the services of the current editor for special projects. A key function of the new editor will be to advance cost recovery.
- There is a need to continually reassess tracking, particularly relating to online tracking systems.
- Radio provides a new medium for GL. However, significant efforts need to be put into creating markets and networks.

# GENDER JUSTICE PROGRAMME

Compiled by Kubi Rama, Deputy Director and Director of Programmes



During the 2009-2010 year the GL justice programme focused on three main areas of work:

- Back stopping and auditing the National Action Plans.
- Gender Violence Indicators study.
- Sixteen days of Activism.

The fourth key area the Gender Justice and Local Government Summit, is a cross over between the justice and governance programme. All the activities are guided by the target of halving GBV by 2015 as articulated in the SADC Protocol on Gender and Development.

The manager of the programme, Loveness Jambaya Nyakujarah, took an extended maternity leave in the latter half of 2009. When she returned in January 2010 she took over management of the Southern African Gender Protocol Alliance portfolio. GL recruited a manager for the Gender Violence Indicators project that is now a flagship of this project and involves extensive field work. At the time of writing GL was in the process of recruiting a manager for the programme overall. Over much of the year the Director of Programmes has held the different facets of the programme together with the help of the field and satellite offices and interns. Given the size of the programme, we report separately here on the different facets.

## From campaigns to action plans



Lulu Bayi at the 2010 *Take back the Night* March, Constitution Hill, Johannesburg.  
Photo: Colleen Lowe Morna

## Synopsis

In 2008, the United Nations Secretary-General Ban Ki-moon launched the *UNiTE to End Violence against Women* campaign. The campaign is a multi-year effort

aimed at preventing and eliminating violence against women and girls in all parts of the world.

By 2015, UNiTE aims to achieve the following five goals in all countries: adopt and enforce national laws to address and punish all forms of violence against women and girls; **adopt and implement multi-sectoral national action plans**; strengthen data collection on the prevalence of violence against women and girls; increase public awareness and social mobilisation; and address sexual violence in conflict.

GL has since 2008 played a pivotal role in assisting SADC governments to develop National Action Plans in nine SADC countries, in consultation with their

“ The Prime Minister's Office has set up a programme to call for Non State Actors to implement project with victims of violence as main beneficiaries. The present budget for this financial year is Rs 50 m and we are currently working with 40 NGO's for their project implementation. ”

*(Avinash Appadoo, Coordinator at the Ministry of Women's Rights in Taking Stock workshop in Mauritius)*

gender machineries and civil society organisations. During the course of last year GL moved forward and commenced a process of monitoring the implementation of these plans. During the 2010 *Sixteen Days of Activism* campaigns, Taking Stock workshops took place in Botswana (43 participants); Mauritius (26 participants) and South Africa (35 participants).

## Key activities

### Monitoring the National Action Plan in Mauritius:

Mauritius' plan is called National Action Plan to Combat Domestic Violence, as it focuses on the most common manifestation of violence in the country. Although Mauritius has not signed the SADC Protocol on Gender and Development, it is one of the few countries that is implementing most of the 28 targets in the SADC Protocol. Avinash Appadoo, Coordinator at the Ministry of Women's Rights gave a snapshot of Plan and indicated that 70% of the recommended actions have been implemented, in coordination with civil society.

### Monitoring the National Action Plan in South Africa.

The main input on the implementation of the National Action Plan was provided by Ms Esther Maluleke from the Department of Justice and member of the Interdepartmental Management Team (IDMT), which was instituted before the adoption of the National Action Plan.

Some of the lessons learned in the implementation of the Plan are: the usefulness of a multi-sectoral approach with clear delivery mechanisms; the need to engage with a range of stakeholders and the need to establish coordination and cooperation mechanisms among

partners; and the need to define timeframes. Some of the challenges identified were: lack of institutionalisation of the IDMT; inconsistent representation of government departments; lack of clarity on the roles and relationships among partners; and competing and misaligned donors systems and interests. The challenges were echoed by civil society delegates, who raised concerns about the lack of implementation of priority areas in the plan.

The workshop delegates agreed on the need to re-invigorate the National Action Plan in the year 2010 and emphasis was put on the need for more budgetary allocations and work around preventing violence and not only responding to it.

#### **Monitoring the National Action Plan in Botswana:**

Co-hosted with the Women's Affairs Department and attended by delegates from the Botswana Police Service, Central Statistics Office, Attorney's General Chambers, academics and NGOs, the delegates agreed that the Action Plan has not been fully implemented and recommended the setting up of a task team with the presence of civil society and government officials to reinvoke the implementation.



“Botswana still has some way to go in ensuring implementation of the Domestic Violence Act, and that there is no legislation specifically dealing with human trafficking.”  
- (Attorney General of Botswana and former GL Board Deputy Chairperson, Dr. Athaliah Molokomme).

Major areas of concern for the participants were the still high levels of so called "passion killings" (murders committed by intimate partners) and the fact that the Botswana Police and the mainstream media still reports them using such language.

**Score card to assess the implementation of the National Action Plans:** Score cards were developed jointly with project partners and administered in 13 countries during the 2009 *16 Days of Activism*. The score cards will be analysed in the next year.

The progress in the implementation of the National Action Plans to End Gender-based Violence in the SADC region are reported on a monthly basis in the Gender Justice Barometer and the new Road Map to Equality published electronically by GL. During the second half of 2009 the *Gender Justice Barometer* was renamed *Road Map to Equality* and it is now being

“The unacceptable high levels of gender-based violence have compelled us to re-look and re-focus. The new cluster of offences and the diversity of the nature of new offences have increased our responsibility and the need for new systems to respond.”  
- (Esther Maluleke, Department of Justice).

published by the GL Alliance Programme, in order to align it with the SADC Gender Protocol work of GL.

#### **Outputs**

- Three Taking Stocks events to monitor the implementation of National Action Plans to End Gender Based Violence in Botswana, Mauritius and South Africa.
- A total of four *Gender Justice Barometer* and eight *Road Map to Equality* e-newsletters.
- Score cards filled by citizens in 14 countries of the SADC region.

#### **Outcomes**

- Mauritius has fared very well in terms of implementation of its Plan to Combat Domestic Violence and the need to share this good practice with the region.
- General consensus among the participants in the Taking Stock events in Botswana and South Africa on the need to re-invigorate the National Action Plans and task teams during the year 2010.
- Empowerment of women and men citizens of the SADC region who were able to evaluate their governments with regards to their responses to gender-based violence through the GBV score cards.
- Strengthening of partnerships between civil society and governments to operationalise the National Action Plans in the different countries.

#### **Lessons learned**

- There is a constant need to re-visit and strengthen partnerships between civil society and governments in order to successfully implement plans such as the National Action Plan to End Gender-based Violence.
- Government commitment to implementing National Action Plans is key. The commitment is specially shown when the plans are costed and budgeted for, as is the case in Mauritius.

#### **Next steps**

- Facilitate a regional exchange on good practices in implementing National Action Plans to End Gender Based Violence. In the framework of the 2010 Gender Justice Summit, GL will facilitate a high level dialogue among government delegates and civil society to assess the implementation of the Plans and map the way forward.
- Continue monitoring of the implementation of National Action Plans in other countries of the SADC region.
- Use score cards to continually assess government performance.
- The *SADC Gender Protocol Baseline Barometer* will be updated with information on the implementation of the National Action Plans.
- Case studies on the implementation of National Action Plans in Botswana, Mauritius and South Africa will be written in partnership with UNIFEM.

# THE GENDER VIOLENCE INDICATORS PROJECT

By Nwabisa Jama Shai, GBV indicators project manager



The Gender Based Violence (GBV) Indicators Study aims to measure the extent, effects and response to gender based violence in countries of the SADC region. The SADC Protocol on Gender and Development requires SADC states to halve gender violence

by 2015. In the absence of baseline data on the prevalence of GBV will be impossible measure if the levels are decreasing or increasing. The GBV Indicators study is being piloted in the Gauteng Province of South Africa (extended to the whole of SA after June 2010), Mauritius and Botswana. The study includes:

- A GBV Prevalence and Attitudes survey.
- Costing GBV.
- Analysis of administrative data from the police, health centre's and courts.
- Qualitative study on violence against men, economic violence against women, women's experiences of shelters and a follow up study of the GL "I" story participants from the last five years.
- An analysis of the coverage of GBV in the media.
- A content analysis of the speeches of the President/ Premier, cabinet and the official opposition in national and provincial government to assess political commitment to GBV by the state.

## Key activities



Gender justice team: Nwabisa Jama Shai; Sandra Ntebe; Naomi Blight; Gladys Muzirwa; Deborah Walter.  
Photo: Colleen Lowe Morna

**The development of indicators on GBV:** During the first half of 2009 GL finalised a set of indicators to measure the extent, effect and response to GBV. The indicators guided the development of the research methodology and tools. The United Nations Economic Commission for Africa (UNECA) held a meeting in September 2009 as part of process to develop a set of indicators on gender based violence for Africa. The indicators developed were used by GL and partners were used to guide discussions.

**Broad consensus among stakeholders:** In 2009 four consultative meetings were held with stakeholders to canvass the indicators to measure the extent, effect and responses to gender based violence. The meetings occurred as follows:

- 6 February 2009, a meeting of stakeholders in South Africa including government; civil society and experts.
- 18-19 May 2009, a meeting of regional experts; representatives from South Africa, Mauritius and Botswana.
- 3 August 2009, a meeting of stakeholders in Mauritius including government, the police, central statistics, experts and civil society representatives.
- 21 September 2009, a meeting of stakeholders in Botswana including government, civil society, academics and experts.

After the initial meetings reference groups were set up in Botswana, Mauritius and South Africa. The GL offices in these countries have been in communication and had progress meetings with all relevant stakeholders during 2009.

**Securing partners:** The scale and nature of the project required GL to work with credible partners in each country. During 2009 the appropriate partners were identified and the nature of the partnership agreed on. A memorandum of understanding has been signed with the Medical Research Council in South Africa and with the Women's Affairs Department in Botswana Government. In Mauritius the research will be conducted by the Mauritius Research Council. They will also assist in the data analysis and writing of the Mauritius report.

**Ethical approval for the qualitative research and the prevalence and attitudes survey:** During 2009 applications for ethical were made in South Africa, Botswana and Mauritius. There is currently ethical approval for the project in South Africa which was granted in December 2009. The Ministry of Health Ethics Board in Botswana has considered given positive response to the application and requires a few minor adjustments to the application which will be submitted by the end of March. The Mauritius Research Council will be providing the Ethical clearance by the end of March.

**Finalisation of the methodology:** The research methodology and tools have been developed and agreed on.

**Securing the hardware and software:** Personal Digital Assistants (PDAs) will be used to administer the

Prevalence and Attitudes survey. Data will be downloaded directly from the PDAs to computers. The advantages of using an electronic device include the increased reliability and validity of information on GBV, the elimination of data capturing, and the synchronisation of the questionnaire in different country contexts. Stakeholders were in agreement with the use of the electronic devices. GL purchased the software that is compatible to Windows based PDAs in February 2010; these have been tested and is working very well.

**Finalising and translation of the GBV Prevalence and Attitudes survey:** After the finalisation of the master English questionnaire for women and men it has been translated into isiZulu, Sesotho and Afrikaans; Creole for Mauritius and Setswana for Botswana. The survey has been translated.



Gender violence indicators inception workshop in Botswana.

Photo: Gender Links

**Media monitoring of GBV coverage:** The monitoring happened in October 2009 as part of the Gender and Media Progress Study (GMPS). The data is currently being analysed. The regional report was launched in May 2010.

### Outputs

- A set of GBV indicators.
- The GBV Indicators research methodology and tools.
- The Prevalence and Attitude Survey available in six languages for women and men.
- Data on media monitoring of GBV in 14 SADC countries.
- Preliminary analysis of the impact of the GL 'Healing through writing methodology'. Analysis of the GL "I" Stories over the last five years.
- Memoranda of Understanding with the Women Affairs Department in Botswana and the Medical Research Council in South Africa.
- Contract with the Mauritius research Council.

### Outcomes

- A comprehensive set of GBV Indicators to measure the extent, effect and response to GBV in the region.
- A comprehensive picture on how GBV is covered by the regional media.
- Process in place to establish baseline data on the extent, effect and response to GBV in the three countries.

### Lessons learned

The main lesson learned is that conducting a comprehensive project of this magnitude requires not only financial resources but human resources as well. The project took longer than expected to reach the implementation phase due to the need to fully understand and delineate the relationship between all research methods.

The concept of this project is very important to the health and economy of all nations, however, it requires strong political will. Political will has been achieved to a good extent particularly in Botswana and Mauritius, however, more work needs to be done on South Africa. The change in leadership and institution of a new women's ministry has presented challenges in maximising on their engagement of the project.

### Next steps

- Complete data collection of 1500 household interviews in South Africa by mid May 2010; commence data collection in Mauritius in May 2010 and start the project in Botswana in July 2010.
- Conduct data collection on violence against men and economic abuse of women by June 2010 and the political commitment to gender based violence by June 2010.
- Conduct analysis of the dataset collected in South Africa by July 2010.
- Appoint a health economist to conduct a study on the cost of GBV in Gauteng by the end of June 2010.
- Hold a reference group meeting to share findings from the survey and other aspects of the project by end of August 2010.
- Publish the Gauteng report triangulating the survey, costing and administrative data collected by September 2010; publish the Mauritius report triangulating the survey, costing and administrative data collected by December 2010.



#### What I have learned on the job

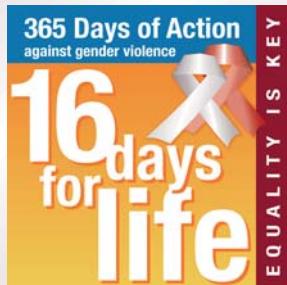
I joined GL in July 2009, fully loaded with a set of practices that are peculiar to an academic and research institution. I was attracted by opportunity to learn how to translate academic research findings into tangible interventions that would have meaningful impact on our society. Little did I know that I would get in return more than I had bargained for! I not only learned about advocacy work but I learned to see myself in a multi-dimensional way. It was quite a shocker finding one suddenly an administrator, a mentor, a conceptual thinker, a translator, an interviewer, a human resources practitioner, a finance manager, a programmer, and a wellness participant all at the same time. Four months into my job as a research manager, I had been fully baptised into the GL culture, fast-paced and aspiring for excellence! My current motto for motivation is positive thinking, particularly inspired by the Success poem whose original author is unfortunately unknown: "earn the appreciation of honest critics" and give the same in return. It is the positive energy, reciprocity, projection and responsibility for my work and actions that GL has really taught me.

- Nwabisa Jama Shai

# SIXTEEN DAYS 2009

## Quick facts

- There were a total of 90 events run by GL, GEMSA and partners across 13 Southern African countries including Botswana; DRC; Lesotho; Madagascar; Malawi; Mauritius; Mozambique; Namibia; Seychelles; South Africa; Swaziland; Zambia and Zimbabwe during the 16 Days 2009 campaign.
- 1896 people participated in the face to face discussions, 1241 females and 655 males.
- 4843 people participated in the cyber dialogues, 2640 were female; 1566 male and 637 unknown.
- During November and December 2009 there were 3 027 160 hits on the GL website.
- GL and GEMSA featured in print, radio, television and online media 108 times in 11 countries including Botswana; Lesotho; Madagascar; Malawi; Mauritius; Namibia; South Africa; Swaziland; Tanzania; Zambia and Zimbabwe during the 16 Days 2009 campaign.



The Sixteen Days 2009 provided an important opportunity to assess if and how SADC member states are working towards achieving the target of halving gender violence by 2015. GL, GEMSA and partners in-country came up with a comprehensive programme for the period spanning 25 November, International Day of No Violence Against Women, to 10 December, Human Rights Day. Themes covered included: Media debate: Is the media part of the problem or part of the solution; Taking stock; Speaking out: Dialogue between "I" Story participants; At the click of a mouse: GBV and the Internet; Reclaiming unsafe spaces; Sexual harassment; Making care work count - GEMSA campaign; Culture, tradition and the role of men; Disability and GBV; GBV and religion; Sex work; Human trafficking; International Human Rights Day: Gender and Soccer 2010.

## Sixteen Days Campaign highlights

**Faith-Based Organisations:** GL held a meeting to plan events for the 2009 Sixteen Days of Activism Campaign bringing together partners from across the SADC region including partners from GEMSA, faith based organisations (FBOs) and NGOs.

**"I" Stories participants: Where are they now?** For five years since 2004, GL has been working with survivors of GBV to document their experiences. This year GL reflected on the "healing through writing" project by

inviting past participants to a two day workshop from 21-22 November to reflect on their experiences. About two thirds of the over 50 people invited came and shared empowering stories about how they have reclaimed their lives; some now in jobs, writing books, and playing an active role in the Sixteen Days campaign (see Monitoring and Evaluation). GL staff member Gladys Muzirwa, then gender justice intern, and now programme assistant at GL, is one of those who participated in the workshop.



### What I have learned on the job

The going hasn't been easy but when the going gets tough the tough get going. Joining GL is a dream come true. Through GL I have learned to make each day count by being gainfully employed. My knowledge of gender issues has increased awesomely. My computer skills, research skills and confidence are higher than ever before. Nwabisa Jama Shai has taught me that there are many forms of violence that many women are not aware of. Most women think it is a taboo to speak out about the violence they are experiencing. I am passionate about bringing awareness to my fellow women out there. Though complicated the GBV indicators project is exciting mainly because there is a lot of research to do and in the same vein a lot to discover. - Gladys Muzirwa, Programme Assistant



**Making IT work for gender justice:** In addition to hosting twelve cyber dialogues in 14 countries, GL and GEMSA pushed the envelope with new technologies by using SMS technology for the first time in partnership with Zimbabwean based E-Knowledge for Women in Southern Africa (EKOWISA). The campaign included daily SMSs with the theme for the day to all the people on the GL list serve.

## Next steps

The Sixteen days 2009 firmly placed the campaign under the umbrella of the SADC Protocol on Gender and Development. The momentum created during the campaign needs to be sustained during the year. A clear message throughout the Sixteen days was the need to get back to National Action Plans and to move from a plan to implementation. This under-scores the importance of continuous follow up on this front.

# SPEAKING OUT CAN SET YOU FREE

By Colleen Lowe Morna

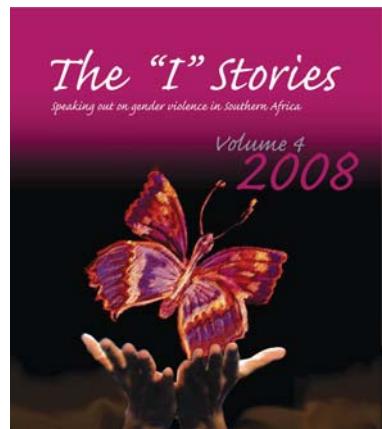
What do you think of when you see a butterfly? Beautiful colours! Freedom after the struggle to break out of a cocoon! The sky is the limit! Reaching up; reaching out! These were just a few of the answers given by survivors of gender violence who over the last five years have come out to tell their stories at a workshop convened by GL ahead of the *Sixteen Days of Activism* 2009. The butterfly is the symbol of the "*I*" Stories brand that these women have created as well as a profound metaphor for their lives.

"The caterpillar is a victim whose hopelessness is compounded when it closes up in a cocoon," facilitator Mmatshilo Motsei said. "The butterfly that emerges is a survivor with new found freedom and possibilities. That does not mean your flight will always be a smooth one. Talking is the beginning of that journey."

When GL, working closely with NGOs that offer counseling, first started the "healing through writing project" in 2004, it was fraught with risks. What if women who came out to tell their stories especially through the media suffered even more violence at the hands of abusive partners? What would happen after the near celebrity status accorded by the Sixteen Days came to an end? How would we respond to expectations raised for jobs and security?

The stories of the 55 survivors that GL has worked with in South Africa, chronicled in four "butterfly" books range from a woman who had her jail sentence lifted after murdering a sadistic partner following years of physical and emotional torture to another forced to watch her husband having sex with his girlfriend in the same bed. This year we decided to follow up on past participants to see what effect speaking out has had on their lives. Some could not be traced. At least one had died. Others preferred not to continue to be associated with gender violence related work.

But the 25 who responded shared uplifting stories of what breaking out of the cocoon has meant for them. At least three have become counselors at the shelters where they once took refuge. Rehana, an HIV positive Muslim woman, and participant in the very first "*I*" story workshop, is now a well known advocate of disclosing ones HIV status.



Rose Thamae's three generation story of enlisting her daughter and granddaughter to the cause after a gang rape that left her HIV positive has inspired hundreds here and abroad. She leads Lets Grow, a vibrant community-based HIV and AIDS care network in Orange Farm with branches in Lesotho. Thamae has spoken on global stages from India to the UN in New York. Her granddaughter Kgomotso says: "Even though I am sometimes stigmatised because of my grandmother's experiences, I would much rather have them out in the open than the subject of rumours and gossip."

When Sweetness Gwebu first participated in the "*I*" Stories project in 2007 after 37 years of living in an abusive relationship she did not want her name used. The following year, she wrote the foreword to the "*I*" Stories book. Now she is writing a book that probes deeper into the causes of gender violence. "What I have found not even a psychiatrist would know," she said.

Grace Maleka who became disabled as a result of the violence she experienced recounts how after her story aired on ETV she received several calls from community members saying she had lied. Written story in hand, she stood her ground and has gone on to give dozens of media interviews, especially with local community radio stations. The experience of participating in cyber dialogues, and having her story posted on Women 24 where it received many comments has opened her eyes to the potential power of IT in the campaign for women's rights.

Maleka compares herself to a driver who looks in the right mirror, the left mirror, and the rear view mirror before overtaking a car on the highway. "When you have done all that, there is only one way to go and that is forward," she said. "For me, there is no turning back."



Grace Maleka speaks out

Photo: Colleen Lowe Morna

# LOCAL GOVERNMENT AND GENDER JUSTICE SUMMIT

By Abigail Jacobs-Williams, Incoming Gender and Governance Manager



The first ever Gender Justice and local government summit and awards took place in Johannesburg South Africa from the 22 - 24 March 2010 with awards to five women and four men whose work on the ground won the highest accolades from judges and participants during presentations.

## Quick facts

- 103 entries, 69 by women, 34 by men in seven categories.
- Submissions from ten countries.
- Winners from nine countries: Botswana, Lesotho, Madagascar, Mauritius, Namibia, South Africa, Swaziland, Zambia and Zimbabwe.
- Three women and two men got special commendations.
- Six women and three men are runners up.
- Five women and four men are winners.

The summit featured 103 entries from ten countries in a variety of categories including prevention, response, support, individual innovation, institutional good practices, specific GBV campaigns and innovative communication strategies.

Under the banner "365 Days of local action to end gender violence" the summit and awards brought together journalists, local government authorities, municipalities, NGOs and representatives of ministries of gender and local government.

On the evening of 24 March 2010, GL awarded nine winners and nine runners up awards at a colourful gala dinner held at the City of Johannesburg offices Reception Room. Video footage documenting some of the grassroots initiatives was shown. Footage can be made available on request. The judges also made their choice and a winner and three runners.

The summit is part of GL's campaign to localise national action plans to end gender violence through building a GBV component into the gender action plans that are



GL Chair Dr Muna Ndulo with the Deputy Chair of the City of Harare, Cllr Emmanuel Chirota during the Gender Justice and Local Government Summit.

Photo: Colleen Lowe Morna

being developed at the local level. The summit provided an opportunity to document and disseminate good practices as well as motivate local authorities to innovate new and effective strategies for combating violence against women.

## Summit participants climb to greater heights

The following are some examples of feedback received by GL following the summit:

"Hi, hope you are all well. I have finally created my email address. Thank you very much for the Gender Links Summit; I will always remember it to my dying day. I strongly believe that through you, the directors and all the dedicated staff at Gender Links will score a goal and halve gender violence by 2015. Cllr Bernadette Chipembere (Chiredzi, Zimbabwe) [bchipembere@cooltoad.com](mailto:bchipembere@cooltoad.com) (Note: Cll Chipembere received an award of a laptop and soon after got an E Mail address).

"FPP (Fatherhood Peace Project) would like to thank Gender Links for the continued support received in the past, present and future. FPP really appreciates the sacrifices and cost incurred by Gender Links in the endeavor to bring grassroots organisation like FPP to the market place of gender and gender-related empowerment models. The sharing of best practices presented us with a learning opportunity; a platform for sharing challenges and helping each other in decision-making. The Summit presented FPP with a rare window of opportunity to network with local, country and regional movements. Now we have networking partners across the SADC region courtesy of Gender Links." Fatherhood Peace Project, Harare, Zimbabwe.



## What I have learned on the job

Whenever people asked me what it is like working for GL as I am one of the 'newest' team members and how I survive not only with the very intense workload but also with the high standards and quality of work, I always say that you have to be a really good swimmer, and that it is advisable that you know not only how to swim in a pool but also in the open sea! Working for GL on the local government programme, I am privileged to travel across the Southern Africa region. My field trips have been very humbling experiences for me. While working in Lesotho we had to take a five hour drive across very mountainous areas to get to a village, and when we got there we discovered that many of the councillors, mostly women councilors, had walked for five hours, some also slept over at strangers' houses just to attend our workshops. This learning journey has encouraged me to explore other swimming styles and techniques so that I am not only able to help others along my next journey but also so that I simply do not drown!

- Abigail Jacobs Williams

# GOVERNANCE PROGRAMME

By Susan Tolmay, Outgoing Gender and Governance Manager, incoming M and E Manager



## Synopsis

Over the past year the gender and governance programme has continued to grow substantially both in the size of the team as well as in the scope and depth of the local government work. The early part of the 2009 was spent scouting for field officers in eight countries (Botswana, Lesotho, Mauritius, Namibia, South Africa, Swaziland, Zambia and Zimbabwe). These field officers came on board in July 2009 and have been working in country to take forward the local government work. With a new field officer in Madagascar coming on board in March 2010 we can now say that we have a physical presence in nine of the 15 SADC countries. By 2011 we hope to extend our work to three new countries (Malawi, Mozambique and Tanzania to follow).

Lesotho, Mauritius, Namibia, South Africa, Swaziland, Zambia and Zimbabwe). These field officers came on board in July 2009 and have been working in country to take forward the local government work. With a new field officer in Madagascar coming on board in March 2010 we can now say that we have a physical presence in nine of the 15 SADC countries. By 2011 we hope to extend our work to three new countries (Malawi, Mozambique and Tanzania to follow).

The work in the governance programme continues to use the model of conducting research which informs the development of gender strategies and actions plans for local government. 2009/10 saw these strategies and plans having a bigger focus on addressing gender based violence (GBV) in light of the SADC Protocol on Gender and Development which has a target to reduce by half the current levels of GBV by 2015. GL field officers also started providing backstopping and support to councils where these plans have been developed and the first Gender Justice and Local Government Summit that took place on 22-24 March 2010 showcased good practices on empowering women and addressing GBV at the local level.

We have also used the local government workshops as an opportunity to increase knowledge and awareness on the SADC Protocol on Gender and Development at the community level.

The work of the programme can be seen in three phases at present:

- **Phase one:** Research, strategies and actions plans were completed (Lesotho, Mauritius, Namibia and South Africa) - during this period field officers have gone back to councils to provide backstopping and support as well as to develop specific action plans to address gender based violence (GBV).
- **Phase two:** The second group of research countries (Botswana, Swaziland and Zambia) where strategies were developed, field officers have been conducting gender and GBV action plan workshops at the district/ provincial level.
- **Phase three:** New research countries (Madagascar, Mozambique and Zimbabwe) where research is

being completed and gender strategy workshops have taken place.

## Key activities

### Field officers

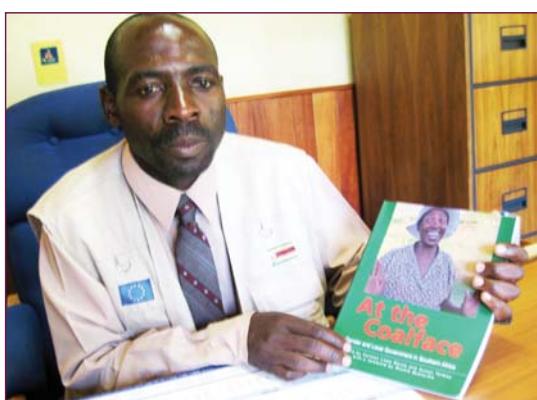
As a result of the growth of this programme and the incorporation of the GBV action plans into the work being done at the local government level and the fact that we are now working comprehensively in local government in nine SADC countries, the need arose to have field officers in these countries who will run the local government programme in-country. The aim is that they will form partnerships with the local government stakeholders in these countries and work hand in hand with them in rolling out the gender and GBV action plans as well as be present to provide the requisite support and backstopping.

With the SADC Protocol on Gender and Development also having been adopted in August 2008 and a programme to domesticate this through village level workshops, the need became even greater to have staff based in these countries to carry out this work. It makes more sense from a logistical point of view to have dedicated staff in these countries than to have staff based in South Africa periodically 'parachuting in'. This way there is also continuity in the programme, which means that it is also more sustainable.

Field officers were appointed in July 2009 and attended in house training and planning three times in the year - in July, October and December.

### Research

The Swaziland research report was launched in July 2010 and during 2009/ 2010 GL has been conducting



Timothy Marango, CEO of Chimanimani, Zimbabwe, engages with GL research on gender and local government.

Photo: Colleen Lowe Morna

research in a further three countries, Madagascar, Mozambique and Zimbabwe with the hope of commencing research in Malawi and Tanzania by the end of the 2010. The findings show

that, as at the national level, women are also under represented in decision-making structures in the sphere

of local government and that gender is not on the agenda of most local councils. The research that GL undertakes in each of the countries informs gender strategy and policy development.

### Gender strategies and action plans for local government

During this year three gender strategies for local government have been developed in Swaziland, Zimbabwe and Madagascar.

21 such plans have been developed at the district/regional level in these countries. Field officers have worked closely with associations of local government and ministries of gender and local government. An empowerment/TOT workshop was conducted with women chairpersons of council committees in Zimbabwe and gender action plan training material was developed.

COUNTRY	WORKSHOPS	WOMEN	MEN	TOTAL
BOTSWANA	8 - Gender and GBV action plans	148	193	341
LESOTHO	12 - council GBV action plans and backstopping and empowering women decision-makers	138	62	200
MADAGASCAR	1 - Gender strategy	27	4	31
MAURITIUS	9 - Council GBV action plans and backstopping	119	49	168
NAMIBIA	10 - Council GBV action plans and backstopping	117	86	203
SOUTH AFRICA	28 - District GBV action plans and backstopping	385	188	573
SWAZILAND	7 - 1 Gender strategy, 4 region gender and GBV, 2 council backstopping	71	62	133
ZAMBIA	9 - Provincial gender and GBV action plans	59	161	223
ZIMBABWE	2 - Strategy and TOT	152	2	154
<b>TOTAL</b>	<b>86</b>	<b>1216</b>	<b>807</b>	<b>2023</b>
<b>PERCENTAGE</b>		<b>60%</b>	<b>40%</b>	



Governance team members: Abigail Jacobs-Williams and Ntombi Mbadlanyana.  
Photo: Colleen Lowe Morna

### Outcomes

- Contribution to a body of research on representation and participation of women in local government.
- Building gender analysis skills of local councillors and officials, and local government associations.
- Increased knowledge and awareness on the role that local councils should play in empowering women and addressing GBV on the SADC Protocol on Gender and Development.
- Partnerships with local government associations and Ministries of Gender and Local government established and nurtured.
- Greater depth and continuity to GL's work at the local government level by providing backstopping and support to local councils.

### Lessons learned

- Report backs on the implementation of the gender action plans have been disappointing pointing to the importance of providing more in-depth

### Backstopping and GBV action plans

Field officers went back to councils in the countries where gender action plans had been developed (Lesotho, Mauritius, Namibia and South Africa) to do backstopping as well as to conduct additional training on developing GBV action plans.

### Outputs

- Research report, At the Coalface: Gender and Local Government in Swaziland.
- 3 Gender and GBV Action Plan Manuals (Botswana, Swaziland, Zambia).
- 3 Gender Strategies for Local Government (Swaziland, Zimbabwe and Madagascar).
- 59 GBV action plans for local government.
- 21 Gender and GBV action plans for local government.
- 2023 local government stakeholders trained (60% women and 40% men), see table below:

on-the-job support to selected councils and gender focal persons.

- The importance of partnerships and benefit of having field officers in each country.

### Next steps

- Complete and launch research in Madagascar, Mozambique and Zimbabwe. Commence research in Malawi and Tanzania.
- Gender strategy and action plan roll out for local government in Mozambique.
- Conduct training of trainers in Mozambique and Madagascar.
- Continue developing and backstopping the gender and GBV action plans in all countries.



#### What I have learned on the job

I had the opportunity to spend some time in Zimbabwe at the beginning of this year to conduct research on gender and local government. As I travelled the country I learned that you cannot generalise about an entire group of people based on the actions of the few. I met a humble and dedicated chief administration officer in the small rural district council of Bubi who was so generous with his time and insight and I learned that dedication and commitment often comes from unexpected places and from people who have the least. It was with trepidation that I met 40 councillors in Madagascar who could not speak a word of English and who had never been to a workshop on gender. Despite me working through a translator, the councillors participated in ways that I have not experienced before. I've learned to say hello in two new languages, *Makadii* (in Shona) and *Manawhona* in Malagasy (please excuse the spelling, I did not learn that!) - Susan Tolmay

# REPORTS

## COUNTRY OFFICE REPORTS



Photo: Colleen Lowe Morna

GL governance and field officers with Finance manager Bridget Marango and Systems Administrator Mwenda Mkhize (front) during a team building exercise.

GL now has presence in nine countries, with its' Head Office is in Johannesburg, two satellite offices in Botswana and Mauritius, and a total of six projects sites based in Lesotho, Madagascar, Namibia, Swaziland, Zambia and Zimbabwe. The geographical expansion came with the need to recruit in country Facilitators. The main task of the country facilitators, each of whom is based in

their home countries, is to work with local councils, partners and stakeholders in these countries to augment the work that GL has commenced in the area of local government and to develop gender and gender violence (GBV) action plans for local government at the district level as well as provide backstopping and support.

### What the gender and local government country field officers do

- Disseminate GL and other information to local authorities and relevant stakeholders;
- Develop and strengthen partnerships with local government stakeholders to augment the work that GL has been doing at the local level in each country;
- Work closely with and assist local authorities in understanding the importance of mainstreaming gender into all areas of their work by developing

gender and gender based violence action plans;

- Provide ongoing support and backstopping to local councils in implementing their gender and GBV action plans;
- Raise awareness at the village level on the SADC Gender Protocol;
- Liaise and advocate on behalf of GL with government, NGO's and private sector donors;
- Monitor and evaluate the impact of the gender and GBV action plans and programmes on communities.

## BOTSWANA COUNTRY REPORT

By Keabonye Ntsabane



As one of GL's satellite offices, the Botswana office - comprising two staff members and an intern - facilitates and implements projects across the whole spectrum of GL programmes.

### The SADC Gender Protocol

As Botswana is one of two SADC countries that have not yet signed the SADC Gender Protocol, the

office continues to lobby for this in partnership with the Botswana Congress of NGOS (BOCONGO) through the Gender and Development Sector. In 2009 the Gender and Development Sector visited the Minister of Labour and Home Affairs, Peter Siele and the Attorney General, Dr Athalia Molokomme, to enquire why the protocol has not yet been signed. The minister informed us that the government is still consulting and is unable to sign because of the mandatory language in a legally binding

document. The minister also cited inadequate financial resources.

### SADC Protocol Barometer

Botswana scores well in some areas (such as health, education, HIV and AIDS) and poorly in others (such as political representation) in the gender score card compiled by different gender sector stakeholders. There remains a need for more inter-sectoral collaboration between the legal, medical social and psychological service providers to survivors of gender violence.

### Local government workshops

As part of the governance programme, GL has entered a partnership with the Botswana Association of Local Government (BALA) to conduct 16 district level gender and local government workshops in Botswana. During the year under review, ten workshops took place in nine districts. GL worked with the councils in coming up with best practices for the Gender Justice and Local Government summit. Lobatse town council partnered with GL in commemorating the Sixteen days of activism and a march under taken under the theme "Take back the night".

### Sixteen Days of Activism

Botswana joined other countries in commemorating the campaign through face-to-face discussions and cyber dialogues on gender and the media, Soccer 2010, GBV and Disability, GBV and Religion. GL convened a unique "speak out" workshop at the Nkaikela Project for teenagers who used to be involved in commercial sex but are now in other pursuits.



GL Executive Director Colleen Lowe Morna with Keabonye Ntsabane, Roos van Dorp, and Warona Tlamelo during a visit to the Botswana office.

Photo: Gender Links

### Beijing Plus Fifteen Cyber dialogues

During the *16 Days of Activism* campaign and the CSW conference in New York, the Botswana office linked up online with their colleagues and partners across borders in the GL chat room. Every dialogue was preceded by a face-to-face discussion with panelists leading and guiding participants on the theme of the day and sparking up lively debates. Cyber dialogues received good media attention as the office organised a press conference to inform the media practitioners in-depth about the background and process of the dialogues, so that they could also participate.

“My name is Dessen Abebe and I am a student in the Masters Program in Human Rights and Democratization in Africa in the University of Pretoria. I would like to express my great appreciation and respect for what your organisation has been doing in Botswana with regard to the rights of women. During my preliminary research I used the documents prepared by your organisation to get me acquainted with what the situation is in Botswana. This was very helpful.”

### GBV Indicators Research

In September 2009, the GL Botswana office convened a stakeholders meeting on the GBV Indicators research project. GL met with the Women's Affairs Department and resolved to take the project forward. At the time of writing the Botswana office has received comments from the research committee at the Ministry of Health which is to be integrated in the research proposal.

### Glass Ceilings in Botswana newsrooms

GL launched the Botswana Glass Ceiling study followed by workshop for journalists. Several media houses have expressed an interest in developing in-house gender policies.

### Media Literacy

GL conducted a media literacy course for BALA Women's Commissioners, to develop IT skills and build capacity on how to use media for advocacy in campaigns. A follow up IT course took place in March 2010.

### Gender in Media Education (GIME)

In November 2009 the office conducted the Gender in Media Education audit. This was done in collaboration with the University of Botswana Media Studies Department. The audit revealed that the department is committed to promoting gender equality inside and outside, and also to integrate gender in its curriculum.

### Way forward

GL Botswana will continue to take the GBV Indicators research forward; follow up with media houses on newsroom policies; continue collaborating with the Protocol Alliance and lobby for the SADC Protocol to be signed.



#### What I have learned on the job

It has been a challenging and exciting experience for me to work with GL. Prior to heading the office, I had worked with GL as a volunteer and as consultant. GL is a real link as it links with other networks in the SADC region in promoting gender equality. It has profiled and grounded itself in the media very well. In GL you have to adhere to the organisation's culture of hard work. In return, GL has profiled me through research I have conducted with them and through GL website. I was elected as an advisory board member of the World Association of Newspapers sub committee on women. As an employee and an individual I have been trained on media reporting, on Gender Based Violence and women in politics. I am now a qualified trainer.

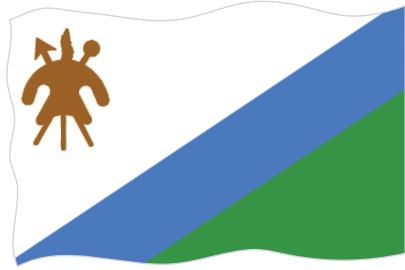
- Keabonye Ntsabane

As our office in Botswana consists of just two people I learned quickly how to multi-task and everything that comes with running an office and workshops. We traveled to different office spaces in Botswana but wherever we were, projects were always up and running and it was a great experience contributing to make them possible. We cover many different activities in this office which makes everyday an interesting blend of activities. I have learned all about accounting, administration, IT, reporting and workshop logistics and continue to learn more on a daily basis. But my dearest memories are of meeting and interacting with the people who are working in the field and who we are supporting. In those moments I am reminded of why we are working so hard in the office

- By Roos van Dorp - Programme Assistant (Botswana)

# LESOTHO COUNTRY REPORT

By Mpho Mankimane



## Synopsis

This report seeks to highlight key gender justice and local government activities undertaken in Lesotho. Initiatives have been taken to ensure that local authorities and various women's community groups engage further with issues of gender, gender based violence, elections and the media, as well as increase knowledge and awareness of the SADC Protocol on Gender and Development.

## Key activities

### GBV action plans

In October 2009, the Gender Based Violence (GBV) Action Plan workshops for local authorities commenced in the four community councils of Quthing. In November, another four workshops were held in Berea. The main objective of workshops was to assist local authorities with the development of GVB Action Plans so that gender violence is fully incorporated in the overall councils' plans as key service delivery issue.

Eight GBV Actions Plans were completed in Satsane, Mokotjomela, Liphakoe, Matsatseng, Kanana, Phuthiatsana, Thuathe and Maluba-lube community councils. As a result of these workshops, local authorities committed themselves to taking part in addressing gender violence throughout the 365 days of the year. Lead examples were the Matsatseng Community Council; Mokotjomela Community Council and Maseru City Council. Each one of these councils organised specific crowd-pulling activities that served as platform for information sharing and public education.

### Empowering women decision-makers

In the context of the upcoming local government elections in Lesotho (presently postponed indefinitely), GL, working in partnership with local authorities, decided that it was necessary to engage with women



Local level workshops in Lesotho empower women.

Photo: Gender Links

councillors, women community leaders and various women's groups to ensure increased knowledge and publicity on the SADC Protocol on Gender and Development, strengthen advocacy around the 50/50 Campaign; promote women's empowerment on elections and the media. In January 2010, empowering women decision-makers and SADC Protocol village level workshops were held in Matebeng- Qacha's Nek, Mapholaneng-Mokhotlong, Seshote-Leribe and Semonkong-Maseru. Participants included women chiefs and teachers; business women, women living with HIV and AIDS and members of Home Based Care Support Groups (HBCSG's).

### Outputs

Outputs included ten community council GBV Action Plans, two Empowering Women Decision Makers workshop and two village level workshops on the SADC Protocol on Gender and Development.

### Outcomes

- Local authorities started appreciating GBV as one of key service delivery issue that needs to be incorporated in the overall plans and budgets.
- Capacity on elections and the media built and the momentum around the 50/50 Campaign reinforced.
- Distribution of the SADC Protocol pamphlets and the fact sheet on women in Lesotho politics.

### Lessons learned

In many of the rural communities, culture still plays a central role in determining how women view themselves in the context of politics and their role in elections.

### Next steps

- Continued backstopping and support to community councils and developing GBV Action Plans.
- There is still a need to conduct additional workshops on empowering women decision makers and SADC Protocol village level workshops.



### What I have learned on the job

I learned that you can never go wrong if you humble yourself especially in critically tense situations. Humility simply brings a sense of stillness that enables one to listen to the other party. I observed that while many of us travel to meetings comfortably, some endure almost a -days ride on a horseback to these meetings without complaining. This has taught me to be grateful for what I have. I am amazed by the huge turn-out of members of various Home Based Care Support Groups to GL's SADC Protocol meetings. These groups have tirelessly been doing care work voluntarily for many years without pay. They are a reminder of the gift of giving. I am thankful for the opportunity that GL has given me and most importantly for trusting me to fly on its great wings.  
- Mpho Mankimane

# MAURITIUS COUNTRY REPORT

By Loga Virahsawmy



## Synopsis

Last year, the seven month old Mauritius office was in its infancy; now it has grown into a fully fledged office with its own challenges and successes. The satellite office implements all GL projects and also serves as the hands and feet of GL in Mauritius, Madagascar and the Democratic Republic of Congo (DRC).



## Public profile

The GL website now has a Francophone section with French articles, a French virtual resource centre and media clippings in French. The French Opinion and Commentary service is accessed by both the local and regional media.

As Director of the Mauritian satellite office, I continue to represent GL in national and regional events. I represented the SADC Protocol Alliance at a parallel event at the Heads of States Summit in August 2009 where I also presented a paper on the SADC Protocol on Gender and Development.

With the Director being awarded the highest distinction by the President, GL has a special place in Mauritius. On 8th March 2010, International Women's Day, the Prime Minister congratulated me for the work done by GL in Mauritius in front of 5000 guests.

## SADC Protocol Barometer

Writing a country analysis of the 28 articles in the Protocol for the Barometer entailed interviews with the Electoral Commissioner, heads of political parties



Gender, elections and media workshop in Mauritius.

Photo: Colleen Lowe Morna

and heads of religion. This has become an important point of reference on the island.

## Gender, Governance and the media

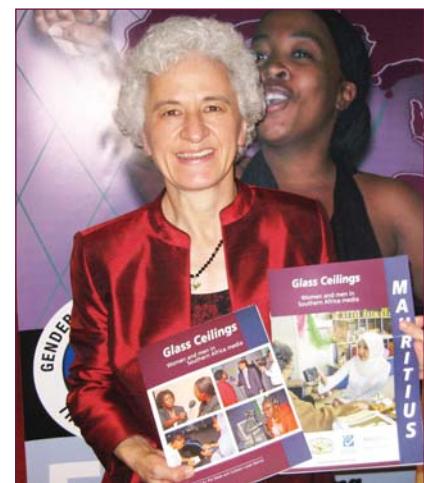
In the run up to the May elections, workshops included two major political parties - the one in power, the Labour Party and the one in the opposition, the *Mouvement Socialiste Mauricien*. Some of the participants have written their personal stories. GL is now being asked to facilitate similar workshops in villages.

## Business Unusual

GL held workshops on gender, economy and the media in Mauritius, DRC and Madagascar. After these workshops the number of writers increased and participants continue to contribute articles to the Opinion and Commentary Service. The participants had a regional workshop at FL Office in Johannesburg in December on Gender, Soccer 2010 and the media.

## Gender Policies in Media Houses

Following the launch and advocacy work on *Glass Ceilings in Media Houses*, the Mauritius Broadcasting Corporation (the biggest media house in Mauritius) and one other media house developed gender policies. Eight media houses in



GL Executive Director Colleen Lowe Morna launches the Mauritius Glass Ceiling report.

Photo: Gender Links

## Gender in Media Education

GL Mauritius undertook this research in March 2009 with lecturers and students at the University of Mauritius.

## Gender and Media Progress Study

GL Mauritius monitored 11 print and broadcasting houses. Eight monitors were engaged to assist with the study.

## Local Government

After workshops with all localities to develop Gender Action Plans the satellite office embarked on another series of workshops, focusing on the development of Gender Violence Action Plans.



GL Executive Director Colleen Lowe Morna (right) visits the Mauritius office.

Photo: Gender Links

The Francophone office has also been active in Madagascar building the capacity of the country facilitators there to write profiles and case studies for the research "Gender and Local Government in Madagascar".

### Gender Justice

During the Sixteen Day campaign, the office convened a high level workshop followed by cyber dialogues to take stock of the National Action Plan to combat Domestic Violence which GL and Media Watch Organisation helped to develop. Participants came from the Prime Minister's Office, Ministry of Health, Ministry of Social Security, Attorney General's Office and the Sex Discrimination Office among others. In support of the campaign, P and P Link, Satchi and Satchi (Mauritius) made a special complimentary advertisement for GL which appeared in the Mauritian press.

### Gender based Violence Indicators Project

Although still in its early stages, this groundbreaking study brought together high profile stakeholders to a workshop facilitated by Colleen Lowe Morna and Nwabisa Jama Shai. Research commences mid-2010.

### Outcomes

GL has developed a reputation for foresight and delivery. All localities of Mauritius have Gender Action Plans as well as Gender Violence Action Plans. Some media houses now have both HIV and AIDS and Gender Policies. The GL office in Mauritius has also become a link to broader international networks.

### Lessons learned

Initially some partners in Mauritius felt threatened by GL but they have come to realise the complementarity of our efforts. We have had to address issues of ownership and acknowledgement.

### Next Steps

The Francophone office has the task of writing four country reports for the Gender and Media Progress Studies. The Office will also be supporting Madagascar with the Local Government Project. Funding initiatives for the GBV Indicator Project will be intensified over this period.

“ I am writing to thank you once again for the participation of Gender Links in the DAWN Development Debates, through Loga Virahsawmy who has been an invaluable resource and immensely helpful on many accounts during the conference. In addition to the great media coverage that she has been able to secure for us with very short notice, we are delighted that GL has agreed to establish a link between the websites of DAWN and Gender Links. We do appreciate your continuing cooperation and hope that we will be able to further develop the relationships between our respective organisations in the near future. ”

Zo Randriamaro, DAWN Training Coordinator



### What I have learned on the job

Coming to GL from local government, the real change and challenge for me has been working on laptop all the time. Although the Council had been computerised for some time we did not really receive any appropriate training on IT. I am learning gradually through practicing. I am a bit hard headed on IT and new technologies. But I think I compensate a lot through interpersonal relationships and practical endeavours. Time has flown during my

nearly one year with GL. In the year ahead I aim to sharpen my IT skills.

- Marie Josee Coopan

In the same month in which I started working, I had the privilege of going to the head office in Johannesburg. It was a full packed week which gave me the opportunity to get a glimpse of the breadth and depths of GL: what a planning meeting! I felt a warm welcome from the SA team. As I spent quite some time with the field officers, I gained a better understanding of the challenges which they face in their countries. Especially challenging for me was having to deal with the accounts of the office, which was my greatest apprehension. I have realised that being an intern in the Mauritius office is more than doing administrative work, but rather allows and encourages broadening one's abilities, learning new techniques, and overcoming insecurities. After all I have learnt in my academic life, nothing beats what life throws at you. How you react to challenges is when you realise what strengths and weaknesses you have.

- Carla Prayag



# NAMIBIA COUNTRY REPORT

By Sarry Xoagus-Eises



## Synopsis

Since the SADC Protocol on Gender and Development was signed in 2008, countries are still required to work towards the ratification, popularisation and domestication of the Protocol. Namibia is one of four countries (including Zambia, Zimbabwe and Malawi)

which have ratified the Protocol but Namibia is also the country that has failed to increase the level of representation of women in parliament during the 2009 national and presidential election. Namibia saw a decrease in women's representation from 30.8% to less than 25%.

## Key activities

- Coordination of the SADC Gender Protocol translation into two local languages, i.e. Afrikaans and Oshiwambo. This has been most beneficial as many people in the country understand these languages.
- Audits and assessments were conducted to see if the gender action plans have indeed been implemented or received the necessary buy-in from management teams of the various councils. Findings revealed that to date, only two local authorities, Gobabis and Rehoboth have implemented these gender action plans. The Gobabis Town Council will be the only council amongst ten local authorities that we have visited; that will be showcasing an institutional good practice at the local government and Gender Justice and Local Government Summit and Awards.
- Facilitating workshops and working with councils to backstop the gender action plans and to develop



Sarry Xoagus-Eises right, with the Namibian delegation to the Gender Justice and Local Government  
Photo: Colleen Lowe Morna

gender based violence action plans in Namibia's 13 regions.

## Outputs

- Ten GBV Action Plans for local councils. Ensuring that all Gender and GBV Action Plans are implemented.

## Outcomes

- Some municipalities are starting to develop gender sensitive budgets.
- GBV committees have been established to run campaigns like the 365 and 16 Days campaigns.
- Municipalities are in the process of replicating and showcasing achievements made by other local authorities.
- Councils and residents are taking ownership of gender and GBV action plans.
- Adoption and implementation of the gender action plans are beginning to empower other stakeholders and each local authority is expected to formulate short term priority action areas for implementation.

## Lessons learned

- Implementation of the gender action plans is difficult due to the lack of resources and funding at certain municipalities.
- Many councils have good practices around issues of gender and the Summit is a good opportunity to share these case studies and good practices. This will also help to enhance the GBV action plans.

## Next steps

- Continue backstopping on Gender Action Plans with councils and developing GBV Action Plans.
- Continue training gender focal people at all municipalities.
- Encourage council management and decision makers to allocate more funding during annual budgets towards the mainstreaming of gender action plans at the local levels.

### What I have learned on the job

2010 kicked off with the introduction of GBV Action plans. It was based on communications strategies developed for the 365 / 16 Days GBV campaigns and the action plans based on the SADC Gender Protocol. Being a staff of GL makes me proud. It is great to be associated with gender gurus, like Colleen Lowe Morna, Kubi Rama, Pat Made, Jennifer Mufune, Emily Brown, and the list goes on. GL will never give you a project without empowering you with the necessary tools to ensure effective implementation. Skills and capacity building are core within GL. With every new project comes with the necessary training. I am happy because of the knowledge that I have gained at GL. In the next five years, I want to make a mark in those "politically polluted" spaces where women have been denied access for many years. - Sarry Xoagus Eises

# SWAZILAND COUNTRY REPORT

By Jabu Ndzingane



## Synopsis

In 2008 GL conducted research on gender and local government in Swaziland which revealed that at the local government level, there are no special measures to increase the representation of women. As a result of that women are under-represented in both urban and rural

local government. Following the research, GL has worked in-country to develop a gender strategy for local government as well as gender and GBV action plans.

## Key Activities

### Research launch and gender strategy development

The study *At the Coalface, Gender and Local Government in Swaziland* was launched in July 2009 and a draft gender strategy for local government developed. The aim of this strategy was to give effect to the government's commitments to gender equality at the local level through practical steps for ensuring that gender is mainstreamed in and through local government.

The official launch of the report was attended by ministers, Regional Administrators, Chiefs, Mayors, rural and urban councilors. This was followed by the strategy workshop, attended by mayors and town clerks for the 12 official towns in Swaziland and representatives chosen from rural local government who included chiefs.

### Regional gender and GBV action plan workshops

The regional workshops were a follow up to the research conducted in the four regions in Swaziland

between October and November 2009. These were attended by members of both rural and urban local government, municipal councillors, officials, *Tindvuna teTinkhundla, Bucopho* and community development volunteers from across the region.

The programme was designed so that participants would comprehend key gender concepts and the need for equal representation. The workshop made use of the *isiSwati Swaziland Local Government Gender Action Plan Manual* which covered six modules; the SADC Protocol on Gender and Development, Key Gender Concepts, Gender and Governance, Key Gender Planning Concepts, developing a Local Gender Action Plan and developing a local 365 Day Action Plan to address gender based violence.

## Outputs

- Four regional Gender and GBV Action Plans.
- Two urban council Backstopping Workshop Reports.

## Outcomes

- Increased awareness on gender at the local government level.
- Increased knowledge and awareness on the SADC Protocol on Gender and Development.

## Next steps

- Continue backstopping and support workshops with councils in Swaziland.
- Undertake village level awareness campaigns on the SADC Protocol on Gender and Development.



Women municipal workers in Mbabane.

Photo: Gender Links



### What I have learned on the job

I joined the GL Team in July 2009 and seven months later I have grown as if I have been with the team for five years. This experience has impacted immensely in my personal growth and I now know that "the sky is the limit" as long as "my ducks are in a row". It has taught me a huge amount of self-discipline and has given me a new meaning to being self-driven. This job has allowed me the opportunity to address elders in my society in age and status and the one thing that has continued to stand out in the workshops that I have conducted for these people is the respect they have shown to me as a young unmarried woman. If chiefs, municipal leaders and all leaders at local level who are of course mostly men have the ability to listen and respect me it shows that they are capable and there is hope that they can respect the rest of the women out there.

- Jabulisile Ndzingane

# ZAMBIA COUNTRY REPORT

By Faides Nsofu



## Synopsis

In 2008, GL undertook research on gender and local government in Zambia as part of the series *At the Coalface, Gender and Local Government in Southern Africa*. The research was later launched in 2009 and a strategy for local government drafted.

## Key Activities

- Popularising the SADC Protocol on Gender and Development.
- Conducting provincial Gender and Gender Based Violence (GBV) Action Plan workshops in all the nine provinces of Zambia.
- Collecting best practices on gender based violence showcased at the Gender Justice and Local Government Summit and Awards.
- Participated in the Glass Ceilings launch, Cyber dialogues and the GEMSA Care work launch.
- Participating in the annual conference for the Local Government Association of Zambia (LGAZ).

## Outputs

- Nine provincial Gender and Gender Based Violence Action Plans localised for adoption and implementation in the councils.
- Compiling best practices from councils, non-governmental organisations, the Zambia Police and female councillors who have been doing work in their wards on GBV.
- Workshop reports for all the nine provincial workshops completed.

## Outcomes

- GL offered an office at LGAZ's main office in Lusaka showing excellent synergy and relations with the Association.
- Strengthened relationships with stakeholders like the Zambia Police Victim Support Unit, Care International Zambia and Women for Change.
- Good rapport with Ministry of Gender, DED who also participated in one of the workshops and have shown keen interest in the backstopping process.
- Popularising the SADC protocol and its targets to key community people who will spearhead the campaign at community level.

## Lessons learned

- Increased knowledge of excel and financial management.

- I have never been a media person and not taken keen interest in working with the media but through my work I am learning to engage with the media in all my work.
- Facilitation skills and working with civic leaders, multi-tasking and above all being able to manage and balance my time in order to achieve the desired results.



Faides Nsofu at the Gender Justice and Local Government Summit.

Photo: Colleen Lowe Morna

## Next steps

- Backstopping the action plans developed in the 72 Councils.
- Use of media in popularising the SADC protocols and the 50/50 campaign especially in the lead up to the elections in 2011.
- Marketing and distribution of GL publications.



### What I have learned on the job

One of the most rewarding skills I have learned is effective communication and work discipline. It has not been easy working from home and working alone, but with support from my supervisor and other team players especially the finance team, it has been a rewarding journey. It has been interesting because I have always been learning by doing. When I sit to reflect on all that I have achieved in the past months, what comes to my mind is the team work, the courage and determination to do more and learn more. I have also come to meet a lot of people from within my country and GL staff from many different countries. Through this journey I have also discovered the burning desire I have to take up a political career. I was challenged in one of the workshops by a male participant who moved a motion that as educated women we should strive to join politics in order for the 50/50 by 2015 target to be achieved! As I strive to do more and learn more in the coming months, my desire is to maximise my potential in the facilitation and media skills and also work on my computer and financial management skills. - Faides Nsofu



# ZIMBABWE COUNTRY REPORT

By Priscilla Maposa



## Synopsis

In 2009, GL in partnership with the Zimbabwe Local Government Association (ZILGA) embarked on a study in Zimbabwe on women's representation and participation in local government. This research forms the basis of GL's work in local government in Zimbabwe.

## Key activities

### Research

Desktop research was undertaken to gather information on local councils in Zimbabwe and to get sex disaggregated data from the 91 local authorities (31 urban and 60 rural councils). The research involved quantitative and qualitative techniques, one-on-one questionnaires with councillors; focus groups discussions; council meeting observations; interviews with Town Clerks and gender focal persons.

### Formation of the Gender and Local government Forum

GL convened a local government stakeholder meeting in October 2009 with organisations working in the local government arena, leading to the formation of the Gender and Local Government Forum. Key stakeholders included Ministry of Local Government, Ministry of Women Affairs, Gender and community development, Zimbabwe Local Government Association (ZILGA) and others.

### Launches

- GL successfully launched the Glass Ceiling Report and the SADC Barometer in October 2009.
- A meeting was later held with members of the alliance in Zimbabwe to review the Zimbabwe draft report.

### Training of trainers

With the research in progress and with some preliminary findings GL conducted a workshop on empowering women council chairpersons and committee chairpersons. This workshop was undertaken in partnership with ZILGA, the umbrella body for the Association of Rural District Councils of Zimbabwe (ARDCZ) and Urban Councils Association of Zimbabwe (UCAZ). ZILGA played a key role in mobilising the participants of the workshop. This training formed part

of an overall local government project which aims to take forward the pioneering work on mainstreaming gender into local government through the development of national strategies.

The members of the Gender and Governance Partners Forum including the MWAGCD, MLGRUP, ARDC, UCAZ, ZILGA, GL, the MDP, WIPSU, Women's Trust, MDP and ZWRCN worked with GL in developing a manual for mainstreaming gender in local government.

### Gender Strategy for Local Government

In March partners from the Gender and Local government Forum participated in a meeting to develop a gender strategy for local government.

### Outputs

- Research conducted, completed questionnaires, documented interviews and focus group discussions; Case studies and profiles were compiled.
- A gender action plan manual for local government in Zimbabwe.

- A gender strategy for local government in Zimbabwe.

### Outcomes

- Enhanced understanding of the positioning of men and women in local government.
- Increased knowledge about the importance of local government addressing GBV.
- Enhanced knowledge about mainstreaming gender in service delivery.
- Strengthening partnerships in the Gender and Local Government Forum.

### Next steps

- Complete the *At the Coalface Gender and Local Government in Zimbabwe* research report and launch.
- Training and roll out of gender and GBV Action Plans.
- Continue to strengthen partnerships especially the Gender and Local Government Forum.



### What I have learned on the job

I have learned that dedication, hard work, endurance and patience can take one far. Through the governance programme, I have learned so much in a short space of time. The challenging situations I faced in Zimbabwe were a blessing as they helped me move out of the box and broaden my scope and thinking. As I embarked on the journey of trying to get support from different stakeholders, I was exposed to people with different attitudes, some constructive while others were destructive. However I learned to develop mechanisms of balancing the two. My communication skills sharpened as I have managed to build many networks and won the support of the relevant stakeholders. - *Priscilla Maposa*

# STRENGTHENING GL'S LUSOPHONE BASE

By Eduardo Namburete, GL Board Member



Eduardo Namburete (left) chairs a GMDC debate.

Photo: Colleen Lowe Morna

GL has since its establishment managed to get recognition from various sectors from government offices, public and private media to civic society organisation throughout the region, yet it is still to authenticate its status as a regional organisation that covers all the diversity that represents the Southern Africa region.

For many, GL is still perceived as a South African organisation working in other Southern Africa countries through subcontracts with its local partners. This impression has, in some cases, made it difficult for local governments and institutions to engage with GL in an open way. This is stressed in the Portuguese speaking countries where, apart from the lack of a systematic presence in these countries, the language barrier has been a serious blockage for the full engagement of these countries in GL's activities and for benefiting from the knowledge produced by GL.

GL has taken a step in the right direction by establishing satellite offices in Mauritius and Botswana which gives it a true image of a regional organisation. By establishing a physical presence in a francophone country amplifies the language diversity. In the same direction GL has a unique opportunity to systematically engage the Portuguese-speaking countries which, because of language barriers, have felt left out in the knowledge sharing process within the region.

Recent studies conducted by GL - the Gender in Media Education (GIME); the MAP process for the development of Gender and HIV and AIDS policies; the Glass ceiling research and other research projects

have shown that the Portuguese speaking countries are facing similar problems faced by the other Southern Africa countries, and for that reason, special attention should be paid to these countries which comprise a population of 40 million inhabitants.

After establishing a satellite office in Mauritius, covering the francophone countries, a more systematic presence in the Portuguese speaking countries would make GL a true regional organisation in all dimensions geographically and in term of language.

Mozambique, which has been engaged in almost all major GL research projects, offers a good opportunity for GL to make an entry into the Portuguese community in the region. A field office in this country can serve to engage both Angola and Mozambique. Through these two countries GL can make a sound presence in the worldwide Portuguese community of over 250 million people.

The demand for GL support is growing in Mozambique, where the major public higher education institutions have shown commitment to carrying out activities toward bringing gender into their curriculum and policies. It is time for GL to contemplate the possibility of strategically positioning itself in these countries by establishing a field office in Mozambique, and through this country reach out to Angola. By doing so GL would have achieved a milestone in raising its profile as regional organisation that transcends all geographic and language barriers.

GL's newest board member, Eduardo Namburete, is the founding dean and senior lecturer of the School of Communication and Arts at the Eduardo Mondlane University in Mozambique. He has worked as the director of research at the Mozambique's Institute of Social Communications and as foreign desk reporter for The Washington Times. In the past five years he served as Member of Parliament of Mozambique. Namburete has been involved in a number of social justice research projects, including for GL and has close links with universities in Zimbabwe, Brazil, Portugal and the US.

# PARTNERS

By Loveness Jambaya Nyakujarah, Assistant Director - Alliance and partnerships manager

GL acknowledges that the most effective non-governmental organisations (NGOs) achieve widespread and lasting change by harnessing the power of collaboration. To this end GL has tried in all of its programmes to facilitate the bringing together of its partners' distinct views, expertise and resources to work towards a common goal - achieving gender equality in Southern Africa.

In line with GL Policies and Regulations on the annual review of partnerships, the organisation distributed evaluation forms and partner perception forms to all partners; 36 responded. GL also conducted its own internal analysis of partnerships. GL will be

commissioning a more complete analysis by an external evaluator when it conducts its ten year organisational evaluation.

Programme	Partners
Media	37
Governance	25
Justice	13
Alliance	15
<b>Total</b>	<b>90</b>

Network	Partners
Alliance NGOs	13
GEMSA	11
GMDC	21
LG + NGOs & Assoc	22
MAP	5
NAP	3
<i>Sub total</i>	<b>74</b>
None	11
Gvt	3
RO	2
<b>Total</b>	<b>90</b>

Location	No
<b>Region-bilateral</b>	
Botswana	4
DRC	2
Lesotho	3
Madagascar	2
Malawi	1
Mauritius	4
Mozambique	1
Namibia	4
Seychelles	1
South Africa	30
Swaziland	2
Tanzania	1
Zambia	3
Zimbabwe	10
<i>Sub total</i>	<b>68</b>
Regional	10
Africa- Kenya	2
International	10
<b>Total</b>	<b>90</b>

## Who are GL partners?

In 2010, GL staff identified 90 active partners compared to 69 last year. Of these, 37 are primarily media partners; 25 governance partners and 13 justice partners. The alliance added 15 to the GL portfolio of partners.

Geographically, 78 of the partners are in Southern Africa, with the largest number, (30, 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. Two are

east African and another ten are international. This demonstrates the spread and reach of GL's partnerships. The adjacent table shows that of the 90 partners, 74 (82%) belong to one or other network that GL is actively involved in. This assists in better management of partnerships.

“(Gender Links is always) identifying, reaching out and reinforcing other organisations. Always sharing and using resources to promote gender equality.”

- Rev. Muriel Malebogo, Minister of Religion, BOCONGO, Botswana

“It has always been beneficial, challenging, interesting and successful to work with Gender Links.”

- Perpetual Sichikwenkwe

“Expertise (GL has) and the similar areas of interest and sharing resources for projects that have synergy.”

- GEMSA

## Reasons for partnerships

The following were some of the responses given:

- As local authorities the municipal council of Vacoas Phoenix partnered with GL to sensitise employees, councillors and representatives of the NGOs within the township on issues relating to gender based violence.
- Local authorities have the ability to reach and touch a maximum number of people even at grass roots level (to take forward programmes partnered with GL). - *Ministry of local Government - Mauritius*.
- GL complements national government gender ministries in promoting gender in local government as well as women participation in decision making. - *Gender coordination and family unit - Lesotho*.
- Enhancement of gender development in local governance.”

## What are the strengths of the partnership?

Partners cited the following:

- Effective communication, proper coordination, committed officers, effective participation in GL events. - *Ministry of local Government - Mauritius*.
- Involvement of regional administrators, chiefs and the deputy prime ministers office, which guarantees governments ownership of the programme and sustainability. Councillors are interested in the programme. - *GCFIU - Deputy prime minister's Office - Lesotho*.
- We have been impressed by the seriousness of workshops and the professional way in which it has been carried. We have been happy to meet other organisation and learn from them. - *ANPPCAN*.”

## Weaknesses of the partnership?

Examples include:

- There are no weaknesses as such in the partnership between GL and the Municipal council of Vacoas phoenix. However there is need for the extension of this partnership by involving the whole community and school level. - *Municipal Council of Vacoas Phoenix*.
- In its initial stage GL did not engage the Ministry of Local Government and Housing, working only with the local government association of Zambia. If the project had been started with the ministry, it would have yielded positive results. For example the summit was attended by only seven districts out of the 72 districts which were visited in Zambia. - *Kabwe Municipal Council*.
- Limited funding to carry through all planned activities. Limited membership at country level. Need to broaden membership in the Southern African Protocol Alliance. - *Emilia Muchawa - Zimbabwe Women Lawyers Association*.
- Local authorities' activities are dependent on council's approval on which the ministry does not have influence. - *Noreen Hosany - Ministry of Local Government Mauritius*.
- Lack of resources to pursue the mandate of proper mainstreaming of gender into local government initiatives. - *GCFIU - Office of the prime minister - Lesotho*.
- Not being aware of each others work. - *Southern Africa Women in Dialogue*."

## How can the partnerships be strengthened?

Suggestions included:

- Through better coordination and more regular working sessions with all the stakeholders, especially the organisations which are complimentary or dependant upon the actions of each other. - *Noreen Hosany - Ministry of Local Government*.
- The partnership can be strengthened by organising regular meetings, workshops, talks, sensitisation campaigns on radio and television and by making schools, government and non-governmental organisations and getting the whole community involved on the negative impact of gender based violence in our own society - *Municipal Council of Vacoas Phoenix*.
- Proper training of GL focal point persons. The gender

government officer on the mandate on how to carry out the mandate. - *Gender coordination and family unit - Lesotho*.

- Broadening of membership at country level, restructuring thematic groups in order to facilitate flow of information at all levels, mobilise more resources. - *Emilia Muchawa - Zimbabwe Women Lawyers Association*.

## How has GL benefitted?

GL believes these partnerships have been beneficial in leveraging skills and perspectives outside the organisation. For example the Medical Research Council's assistance with the Gender Based Violence Indicators project brought with it high level research expertise. The independent validation of its work through partner's feedback has continued to build the respect and credibility of GL as an organisation. As a result, the organisation has been challenged especially by donor partners to share some of its systems with other NGOs. The effect has been to raise the bar in standards of excellence and performance.

## What next?

GL will continue to broaden but more importantly deepen its partnerships to ensure mutual benefit. GL will be entering into MOUs with its long term partners to ensure that risks, responsibilities and rewards of all projects implemented with partners are shared. M and E systems will be strengthened to achieve this.



Councillors Dhinda and Munjoma from Chimanimani at the Kadoma Women Councillors Empowerment workshop.  
Photo: Colleen Lowe Morna

# STRENGTHENING INSTITUTIONAL STRENGTHENING

## HUMAN RESOURCES

By Vivien Bakainaga



GL continues to grow steadily. The staff compliment has increased by 53% from 26 in 2008/2009 to 40 in 2009/2010. 30 of these staff are full-time, six are part-time and four are interns. The Governance unit has the highest compliment due to the establishment of project offices in Zimbabwe, Zambia, Namibia, Swaziland, Lesotho and Madagascar.

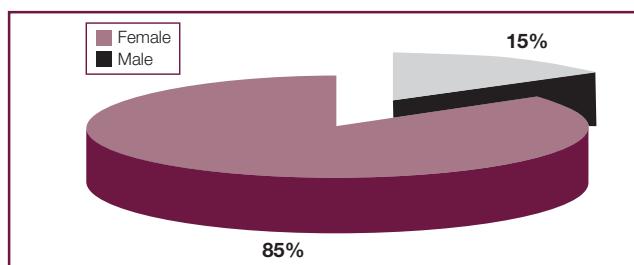
As the programme work increases, the administration work also increases hence the increase in staff in the corporate services department.

### GL Staff Profile March 2010

Units	Full time		Part time		Interns		Total		Total
	M	M	M	M	M	M	M	M	
Executive Office		3		2				5	5
Corporate Services	2	4	2				4	4	8
Media	1	1				1	1	2	3
Gender & Media Diversity Centre (GMDC)		2		1		1		4	4
Programmes (Alliance, Justice)		4			1		1	4	5
Governance		9		1				9	9
Satellite Offices		4				1		6	6
<b>Total</b>	<b>3</b>	<b>27</b>	<b>2</b>	<b>4</b>	<b>1</b>	<b>3</b>	<b>6</b>	<b>34</b>	<b>40</b>
<b>Total</b>	<b>30</b>		<b>6</b>		<b>4</b>		<b>40</b>		<b>40</b>

### Staff gender analysis

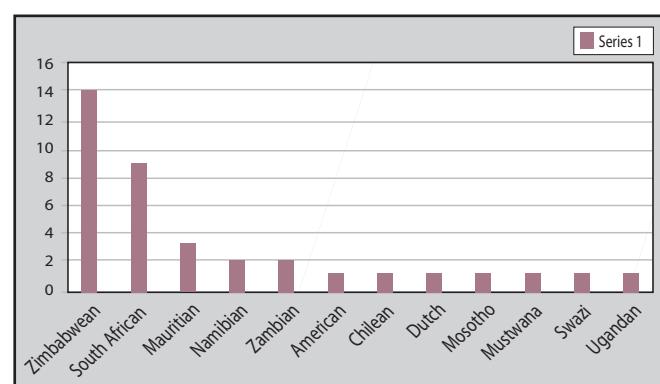
Due to the nature of the work, it is to be expected that there are more women than men at GL. Regrettably, as we have increased the number of staff, the percentage of men has gone down from 15% to 20%. However, at the time of writing, two more men had been appointed to senior positions at GL. This will affect proportions in future reporting.



### Staff origin

GL has a diverse staff from 13 countries; 8 from the SADC region; one from East Africa (Uganda); one from Canada; one from Latin America (Chile); one from Europe (Netherlands) and one from the USA. The highest number of staff are from Zimbabwe. This is a

common phenomenon in the SADC region due to the large number of highly qualified Zimbabweans looking for work outside their country. The establishment of project offices in six countries over and above the two satellite offices has increased GL's presence in the region and further diversified the staff component. This is part of growth and brings both merits and challenges. The merits include having staff with adequate knowledge of the terrain and an understanding of local languages in each country and the challenges include managing staff off-site. This is, however, properly managed with the use of technology for constant communication and effective systems that are implemented by management.



### Recruitment

There were quite a number of positions to be filled in the past year as a result of the steady growth.

Six country facilitators were recruited in the six countries that we have established project offices. A local government manager was recruited in the governance area to assist with the management of the country facilitators. A programme officer in the same unit was also recruited to assist with the South African work.

In the Justice unit, GL recruited a Research Manager to manage the GBV Indicators project that is about to take off. The Gender Justice Manager moved to the Alliance portfolio and a new Gender Justice Manager is being recruited.

A GMDC Manager joined the GMDC unit to further strengthen the expertise required in this unit. A new Finance Officer has just joined corporate services to alleviate pressure in that unit. There was a major induction for the new staff members who joined in July. The country facilitators had to be adequately equipped to start work immediately in their respective countries.

All the new staff received a week of training from various departments including IT, finance, monitoring and evaluation. GL prides itself on good systems and high standard of performance. Of the eleven staff members recruited during this period two did not make it through probation.

### Staff retention and remuneration

GL has been successful in retaining staff. We are happy to report that only three staff members resigned during the past year. This is a 7.5% turnover which is accepted as healthy in the Public Service. The Francophone editor, who had been with GL for a year, now works on a part-time basis as mutually agreed with the ED and Director of the Mauritius and Francophone office.

The new system of notch increases to reward good performance was applied for the first time. Eight staff members who had attained an average of 95/110 and above in their performance evaluations were awarded a 10% salary increase. A 5% across the board cost of living adjustment was awarded by the board with effect from January 2010. This meant that even the staff members who did not receive a notch increase received a raise that is almost in line with inflation. Salary scales were adjusted accordingly and more bands introduced as the organisation grows in size.



Finance Manager Bridget Marango receiving her award.

*Photo: Loga Virahsawmy*

### Staff awards

The first ever Staff Awards took place at the Annual Dinner held 26 March at The Houghton Boardroom. The event was attended by members of staff, spouses, the GL board, GL service providers and partners. Winners were:

- Exceptional Performance & Team Player: Bridget Marango, Finance Manager.

- Team Player Runner up: Nancy Padare, Receptionist and Office Manager.
- Best Improvement: Saeanna Chingamuka, GMDC Officer & Priscilla Maposa, Country Facilitator, Zimbabwe.
- Innovation: Jennifer Lewis, GMDC Manager.
- Innovation Runner up: Tie between Saeanna Chingamuka, GMDC Officer & Mukayi Makaya, Marketing and Communication Coordinator.
- Best Team: Gender Justice Team (Kubi Rama, Deputy Director; Nwabisa Jama Shai, GBV Research Manager; Loveness Jambaya Nyakujarah).

### Capacity building

In line with the Board directive to investigate recovering moneys paid by GL into the Skills Development Levy (SDL) GL has established that it can claim back from the South African Revenue Service the cost of staff training conducted by accredited institutions. A consultant who has been engaged to assist with the process of getting GL accredited as a training institute provided valuable advice and direction on steps to be taken to ensure we claim back funds utilised on staff training. The consultant will assist us to draw up a Work Skills Plan and we will be able to put in a claim for any expenditure on staff training for the period July 2009 to June 2010.

In December 2009, GL conducted a staff training needs assessment by distributing a questionnaire. Staff cited the following areas for skills development and capacity building: Attitudes (Gender, Diversity, Self presentation/assertiveness); Knowledge (Content relating to programme work); Life Skills (communication, time management, conflict resolution, personal finance, health and nutrition); Writing and production; Training (materials developments and facilitation); Management training (planning, leading, organising, controlling); Languages (French, Portuguese, Zulu) and IT skills.

French classes ranked highest followed by management training. The French classes will be resumed in the new Financial Year. Plans are far advanced for the management training course for middle and senior management. Three institutes that offer accredited management courses made presentations on what they could offer. The Gordon Institute of Business Science (GIBS) has been selected to assist.



#### What I have learned on the job

My learning journey at GL has been a deposit and withdrawal relationship: a deposit for the time, effort and hard work that is deposited in working for GL and withdrawal for what GL gives you back as an organisation: opportunities to grow, get focused on one's work and setting clear goals. When I joined, there were 20 staff members; we have since doubled. As HR we had to put systems in place. Working on the GL policies proved to be a great challenge. I helped to secure the new GL offices. In typical GL style, we had a new office block and multi-purpose room up and running in four months.

- Vivien Bakainaga

# THE GENDER LINKS INTERNSHIP PROGRAMME

By Jennifer Lewis and Saeanna Chingamuka

## Synopsis

As the Gender and Media Diversity Centre is the knowledge centre of GL, it is only natural that the GMDC should assist in passing knowledge to the next generation. GL engages with youth through our growing internship programme. The six-month internship programme continues to grow both at GL headquarters and at our satellite offices.

Originally the programme was available to young people both currently in higher learning institutions as well as graduates. The result was that GL employed mainly individuals who had already obtained a post-graduate degree. As such, GL is accustomed to a high level of participation and a well cultivated skill set from our interns. In 2009, seven interns successfully graduated from the GL internship programme.



Jennifer Lewis and Saeanna Chingamuka.

Photo: Colleen Lowe Morna

Name	Nationality	Start date	End date	Current Employer
Doreen Gaura	Zimbabwe	May 2009	December 2009	
Lucia Makamure	Zimbabwe	May 2009	December 2009	Women, Land and Water Resources in Southern Africa
Djemillah Mourade	Mauritius	June 2009	November 2009	Mauritius Broadcasting Corporation
Gladys Muzirwa	Zimbabwean	June 2009	December 2009	Gender Links
Warona Tlamelo	Botswana	June 2009	December 2009	Ministry of Youth, Molopole, Botswana
Naomi Blight	British	July 2009	December 2009	The Welsh Centre for International Affairs
Carla Prayag	Mauritius	December 2009	May 2010	

Students on Experiential Learning Attachment				
Name	Sex	Nationality	Institution	Qualification
Albert Ngosa	Male	Zambian	Zambia Institute for Mass Communication	Diploma in Journalism and Public Relations
Emsie Erastus	Female	Namibian	Polytechnic of Namibia	Diploma in Journalism and Communication
Tarisai Nyamweda	Female	Zimbabwean	National University of Science and Technology	Bsc (Hons) Journalism and Media Studies

Our past interns have greatly assisted us with programme work. Whether they conduct background research, assist with data capturing or write text

themselves, they are a part of nearly all of our major research projects. Interns also assist with the day-to-day activities of what it means to run a busy office.



Naomi Blight receiving a gift at the GL end of year party. Photo: Colleen Lowe Morna

"Here at GL, there is no softly, softly approach. Interns have real roles and real responsibilities. We are expected to meet our deadlines, work until the job is done and to work as hard as everyone else. At times it's stressful, intimidating and scary but what better a way to prepare you for the workplace. It's crazy to think that my experience at GL happened so accidentally, just by typing the words 'gender NGO Africa' into Google, but I am so glad I did. My time at GL has taught me so much and has been the perfect platform to launch what I hope will be an equally interesting and fulfilling career."

- Naomi Blight, UK

The current internship programme is closely linked to learnerships for GMDC media training partners and involves a work plan that is approved of by the student's supervisor and GL. The interns are assigned a manager at GL who oversees and guides their work as well as

reports to their supervisor on a weekly basis. Through this internship the students develop a body of knowledge, in the form of a portfolio, which they take with them once they leave.



From left: Tinashe Padare, Albert Ngosa, Emsie Erastus, Shevan Rama and Tarisai Nyamweda



#### What I have learned on the job

I never organised or recorded what I plan to do in a diary much less in little electronic documents titled Performance Agreements (PAs), Bimonthly reports or planners. So why should I start organising my life now when for years it has been running perfectly well without any documented future work plans? That was the beginning of my organised life journey with GL. In a few months at GL I realised that its giant little things like PAs that helped shaped my life. I knew that I had to change that routine if I really want to make it into the big world. I think GL has helped me to achieve one of my New Year's resolutions: to get more organised. It is hard to believe that it is only three months into 2010 and I have already achieved this. I can actually say to myself, well done! - *Emsie Erastus - Intern (GMDC) from the Polytechnic of Namibia.*

“Partnerships result in great things! Thanks so much for the opportunity afforded Emsie. When I saw her portfolio submitted for assessment (Experiential Learning) I thought, what an experience for this young woman - she will remember this for the rest of her life. Thanks to your visionary leadership and a talented team, Emsie's semester has been a truly memorable and educative one.”  
- *Emily Brown, Head of Media Studies, Polytechnic of Namibia.*

My learning journey began just upon arrival from the airport. With my luggage still in the GMDC Board room and hoping to be shown my apartment or room where I could freshen up after a three hour flight, I was handed a copy of the SADC Protocol Barometer and later shown my desk. In the past few weeks, I have coordinated the Pre-Beijing Plus 15 Alliance meeting; contributing to the monthly Barometer E-newsletter; media monitoring and editing Barometer country reports. I am certain more is yet to come. However for me the best accomplishment has been knowing that I am contributing to causes that I truly believe in and which will hopefully make a difference in the lives of many marginalised individuals in this region. *By Albert Ngosa - Intern (Alliance) from the Zambia Institute of Mass Communication (ZAMCOM)*

My internship period at GL commenced on an exciting note. I have learned a lot both professionally and on a personal basis. I have been given a chance to learn from the media in other countries and the kind of environments they strive to exist in. I have been more in touch with their media content in my reviewing and monitoring. GL has taught me skills that will enable me to meander through all aspects of my programme. Coming from a strong theory background in my studies I have broadened my knowledge and writing skills through writing case studies for the Gender and Media Progress Study (GMPS) and opinion pieces. I have also been introduced to management in this field, helping me to be accountable. *By Tarisai Nyamweda - Intern (Media) from the National University of Science and Technology.*

“The media manager has intimated the kind of work that Tarisai is currently involved in. I must thank you so much for your professionalism and dedication. I must also compliment you for always keeping in touch. Your communication is great.”  
*Blessing Jonah, National University of Science and Technology, Zimbabwe.*

# PROMOTING WELLNESS

By Vivien Bakainaga & Mukayi Makaya Magarangoma

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. The wellness committee comprises representatives from all GL departments and the two satellite offices. Loveness Jambaya Nyakujarah resumed her position as Chairperson of the committee following her maternity leave.



Staff walk at Aloe Ridge.

Photo: Colleen Lowe Morna

2009/2010 saw an increase in the number of staff and offices. These developments meant that a wellness plan that included and benefitted all GL staff had to be developed. In order to cater for satellite offices and Field Officers, a decision was taken to break down the wellness budget to a "per person" allocation. Satellite offices and Field Officers developed their own wellness activities. However, as head office, we continue to acknowledge Field Officers birthdays by sending them flowers on the day.

In Johannesburg, we have continued to provide staff with fresh water and fruit. We also believe that family



GL staff and children wet their feet.

Photo: Colleen Lowe Morna



is an integral part of wellness. To this end, we have tried to include our family members in all wellness activities. Highlights during the past year, and a favourite to our children, is the walking exercise, which is normally followed by a treat! We have had four successful walks, one of which coincided with office staff and field officers being present. This was a walk at the Walter Sisulu Botanical Gardens, followed by a "chisa nyama" and Jacuzzi treat for the kids, graciously hosted by Mark and Debi Lucas.

## Summary of Johannesburg Office activities

Date	Activity	Venue
June 2009	Walking for Wellness	Kensington Pilgrims
July 2009	Walking for Wellness	Gilloolys Park
August 2009	Night at the Theatre	Mac Beki
September 2009	Walking for Wellness	Aloe Ridge Hotel
October 2009	Walking for Wellness	Walter Sisulu Botanical Gardens
December 2009	Secret Santa - exchange of Christmas gifts amongst staff	GL Office, Joburg
Sat, Jan 2010	Walking for Wellness	Walter Sisulu Botanical Gardens
Tues, 16 Feb 2010	Night at the Theatre	Songs of Migration
Tuesdays & Thursdays	Exercise for Wellness	GL Office, Joburg

## 2009/2010 Achievements

- Finalisation of the 2010/2011 Wellbeing Plan and budget.
- The wellness committee capitalized on the establishment of the new office block which includes a multi-purpose. The multi-purpose room is used an aerobics studio twice a week, we even have a qualified gym instructor who comes to take the classes.
- Celebrating staff birthdays by giving a present and cutting of cake!
- Celebrate additions to the GL family ~ GL babies.
- Setting up and establishing a wellness fund through GL and individual contributions.
- Wellness committee offers morale support to staff during times of ill health, loss and bereavement.



Mwaita Nyakujarah

Photo: Colleen Lowe Morna

## Challenges

- Lack of time to accommodate wellness activity initiatives with pressing work and family demands.
- Motivating and mobilising staff to participate in scheduled activities for example aerobic classes.

## Next steps

- Implementation of Wellbeing Plan.
- Support Field Officers in developing their own wellness programmes.

# BODY, MIND AND SOUL

By Scholastica Kimaryo



As I celebrated my 61st birthday - and one year of retirement from the United Nations after some 31 years of service -- I decided to pursue my life-long conviction that mind, body, spirit, well-being and happiness are the foundation for true personal empowerment and authentic leadership. I enrolled at the Chopra Wellness Centre in California, USA where I am studying for my Verdic Master Trainer & Consultant (Life Coach) certificate.

Upon my brief return to South Africa in April 2010, I shared my newly acquired knowledge with the GL head office staff. We watched one of Dr. Deepak Chopra's DVDs titled "*The Happiness Prescription: The Secret to Experiencing a Joyful Life*". This enabled staff to be aware of the foundations of the theory behind the hypothesis, as well as raise each one's awareness of their own issues and in their own minds. A plenary discussion followed and staff members showed interest in taking the 8-fold Path of the Happiness Prescription further. I also had an opportunity to present the same concepts - this time in the format of a custom-made power point presentation -- and stirred interesting discussions with the GL field staff in May. Thereafter, I worked with the wellness team on the formulation of the 2010/2011 annual wellbeing plan which is divided into two themes.

The first theme of the plan focuses on encouraging and supporting staff to lead a **healthy and balanced lifestyle**. Ongoing activities such as aerobics, wellness walks, recognition of staff birthdays, unit lunches and other fun activities are undertaken with the objective of supporting staff with physical exercise, nutrition, team building and entertainment.

The second theme of the plan focuses on encouraging and supporting staff to strive to attain a better mind, body and spirit balance to be able to manage stress and to strive for a higher self. The objective of this theme is to enable staff to be aware of their potential so as to harness the power within and ultimately evolve to more enlightened and happier beings, from within and independent of whatever happens around them, including the perceived or real whims of their



Nwabisa Jama Shai and Loveness Pfumbi at the GL Christmas party.  
Photo: Colleen Lowe Morna

bosses, colleagues, spouses, relatives, friends or other human beings. The GL staff decided to frame this around the eight-fold path by Dr. Deepak Chopra and tackle one main topic per quarter. They also chose three out of the eight topics: meditation, correct thinking and spontaneous right speech for this year. The other five will be tackled in the next fiscal year.

These sessions should also empower staff as they will learn, among others, meditation and other techniques for quietening the turbulence of the mind, thereby making their thoughts work better for them. Recognising that happiness lies within and being able to better manage rather than unconsciously reacting to situations should also put

Staff in a position where they should be better able to manage their emotions, their thinking and their interactions. By the same token, happier, calmer staff members should be better able to realise their full potential as well as to execute their duties more effectively and efficiently. Ultimately, GL seeks to enable staff members to evolve to the level of "authentic, internal self empowerment and enlightenment" that makes for the best results

in what they do and who they are; bearing in mind that they are human BEINGS and NOT human DOINGS. GL can only lead transformation agendas if they, themselves, are transformed! Tall order, you say? Of course! GL has achieved and been recognised for many of its DOINGS! Now is the time for GL to move to the stage of becoming HIGHER BEINGS! It can be done! You just have to dare to dream and decide to visualise/envision HOW to get there!

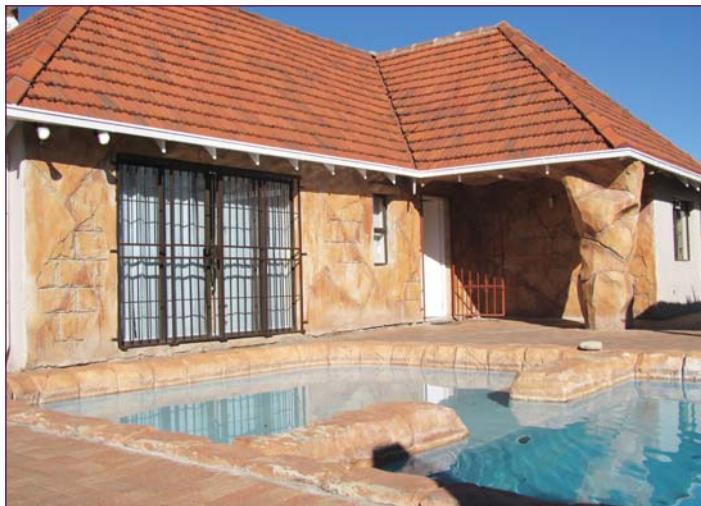


Human beings not human doings: Bridget Marango and Nancy Padare.  
Photo: Colleen Lowe Morna

# PHYSICAL INFRASTRUCTURE

By Bridget Marango and Vivien Bakainaga

At the 2009 Board meeting, it was resolved that GL should proceed with the purchase of the property next door to the GL office. Management and the administration unit immediately executed the task and the transfer went through in May 2010. This was a huge achievement and came at an opportune time as GL started to experience space constraints.



Front view of the new property.

Photo: Fanuel Hadzizi

Internal partitioning and cabling work started immediately after the transfer went through. Within a short space of time some of the rooms were transformed into good office space.

GL reserved two bedrooms as a guest wing that is used for accommodating satellite office staff during their stay in Johannesburg. This enables GL to save on hotel and ground transport costs. The entertainment area in the front part of the house, as well as the swimming pool, have been retained. However, the wall between the new property and the existing one was taken down to allow free access between the two



Side view of the new property.

Photo: Fanuel Hadzizi

structures. It is amazing indeed how the two properties have become one big complex known as the GL Head Office.

An old garage at the back of the property was demolished and a beautiful new office block constructed. This block consists of the Executive Director's office, the Marketing and Communications Coordinator's office, a multi-purpose room that is easily converted into a gym for wellness purposes, as well as a Conferencing room; and a caretaker's room.

The multi-purpose room is a potential money-maker, as the facility is being hired out as a conferencing facility. Going forward, GL will use this new facility as a training room. The acquisition of this new property brought diversity to the GL asset portfolio. Both the old and new offices are managed by GL House Manager, Nancy Padare.



New conference wing.

Photo: Fanuel Hadzizi



## What I have learned on the job

What a successful year it has been for me! As a receptionist I used to tell myself that I am not fit to do this type of work. GL empowered me with skills like scanning, printing and photocopying. I even teach other staff members how to use the equipment without damaging the machines. I conquered all these fears of being at the reception. As a house manager, I saw the organisation successfully grow through the quick thinking of our Executive Director together with all staff. GL took a great leap into widening its horizons by looking for another house. They quickly hired a team to renovate the new place. It was wonderful but challenging as house manager to monitor all these activities. It was remarkable how fast an old garage was turned into the new office wing. I look back and see it as one of GL's many memories.- Nancy Padare



# ELECTRONIC INFRASTRUCTURE

By Mwendabai Yeta Mkhize, Systems administrator



Mwendabai Yeta Mkhize.

Photo: Gender Links

GL continues to experience rapid growth and advancement in all its IT systems. The secret behind our high website usage is the ability of the organisation and its highly efficient staff to constantly keep it updated. There are some questions that we often ponder and these are: does our website and organisation speak to each other; is someone able to easily find information of what they need; are we informed and are we informing the public on what is happening; does our organisation have personalities? To go beyond simple branding requires you to take your website from being a stale collection of text and images to being a living, breathing organism.

In August 2009, GL launched a new website that is dynamic, flexible and robust. It accommodates a huge amount of data. This new system called Predictor from Prefix Technologies allows publishers to build text, images, video, audio and a host of database fields into intelligent content objects for use across our programmes. Custom formats for feature articles, interviews, podcasts, movie pages, media galleries and more are built effortlessly for deployment.

With regards to outreach and information sharing, GL also uses the **Bulk Electronic Courier Messaging System (List serve)** in order to post information to all

the linked GL partners and friends. The list serve comprises 4900 contacts. Website statistics are vital for measuring the impact of our work. They are described in further detail in the Monitoring and Evaluation section.

## The power of networking and the GL List Serve

Bernadette Chipembere, a councillor from Chiredzi, Zimbabwe, received a laptop as a prize at the Gender Justice and Local and Summit in March 2010. Soon after, she got an E Mail address and wrote to the ED expressing her joy at being connected. The following are excerpts from the E Mail conversation that ensued:

*10 June 2010: Amai Chipembere! Tafara chaizvo kumuona pa E Mail! Zvinofadzisa zvachose! We are so happy to see you empowered in this way. Mwenda, please add Ms Chipembere onto our data base and GL general (GL's list serve that has regular updates including the GL Opinion and Commentary Service)*  
- Colleen Lowe Morna, Executive Director, GL.

*10 June 2010: This has been done - Mwendabai Yeta Mkhize, Systems Administrator.*

*25 June 2010: Hope this finds all well at Gender Links. I am very delighted to read all the mails from you. I am so thrilled. I read an article about vendor evictions and remembered so well the lady that presented the story at the summit. Please say thank you on my behalf; that is a brave fight. Imagine how God rewards good work: yesterday we had a surprise visit from the Hon Minister of Lands to support my work (fighting for the land rights of women). The whole two day meeting was a great success. He said all the issues we raised were justified and that it was now government policy that nobody is allowed to repossess land from widows and orphans. He pledged to continue working with us until all our problems and challenges are addressed. Victory is what we have now. Amen!*  
- Bernadette Chipembere.



Bernadette Chipembere (left) receiving her award.



## What I have learned on the job

One of the most enjoyable areas of growth that I continue to experience each and every year is in the area of IT. Having to travel to NY for Beijing+15 was a real test of my skills. I was often made to think on my feet and come up with solutions immediately but amazingly, everything went well. Another new and exciting area of growth has been monitoring and evaluation. In the past financial year, GL has developed and tested institutional and programmes M & E tools. The biggest lesson that I have learned throughout the whole exercise is that civil society organisations have a tendency to see monitoring and evaluation as something that happens when donors insist on it. There has never been a dull moment in my area of work here at GL, I have always loved my job because challenges bring tremendous growth in my career. I love the adrenaline rush and sometimes the amount of pressure and huge expectations that come from my supervisor.

- Mwendabai Yeta Mkhize

# EVALUATION MONITORING AND EVALUATION

By Colleen Lowe Morna and Susan Tolmay

During the year under review, GL has made a concerted effort to apply and test a range of monitoring and evaluation tools developed as part of GL's growth in this area reported on last year. We began by defining more clearly what it is we are trying to measure. The diagram shows that we think of the results of our work in terms of activity outputs (the tangible things that are produced); outreach (how we create multiplier effects through face to face engagements; the media and website); outcomes (what changes as a result of our interventions) and impact (whether we contribute in some small way to broader social change).

**Outputs** are the easiest to measure because they can be quantified. For this, GL has a sophisticated array of tracking sheets that ensure that we produce reports for every workshop and event (203 in the year under review); administer the full array of M and E forms; gather names and contacts; take and caption photos etc. We also administer evaluations after every event and workshop.

**Outreach:** The IT revolution and GL's media grounding provide the key to the cascading of our work, and also tracking it. We do this through targeted distribution of our publications that we monitor closely; media and event tracking; holding seminars; social networking etc.

**Outcomes:** We have worked hard this year to develop tools that can measure micro level change attributable to our work. Examples are the score cards that we administer in news rooms and in local councils before we go on to assist in developing policies, training and backstopping. Those involved in such institution-level changes first assess where they believe they are using a gender score card. A year or so later after the process has run its course, the score card is administered again to determine if there has been any change. Even if change cannot be measured at organisational level, it can be measured at individual level. We are therefore also improving our beneficiary analysis tools.

**Impact:** While it is difficult to measure how one organisation contributes to change in society, it is important to keep monitoring what is happening at that level: after all this is why we exist. Indeed, this broader level M and E is built into almost all GL work as we regularly undertake baseline studies and follow up progress studies. The latter is the most difficult to measure, because it is difficult to isolate any one organisation or intervention that brings about societal level change.

**Institutional indicators** include the annual 100 question "health check" that GL has compiled based on questions we are frequently asked by donors; finance and human

resource reports; team assessments and all the tools that help to identify if we have an adequate human, physical, financial and electronic base to deliver on our mandate.



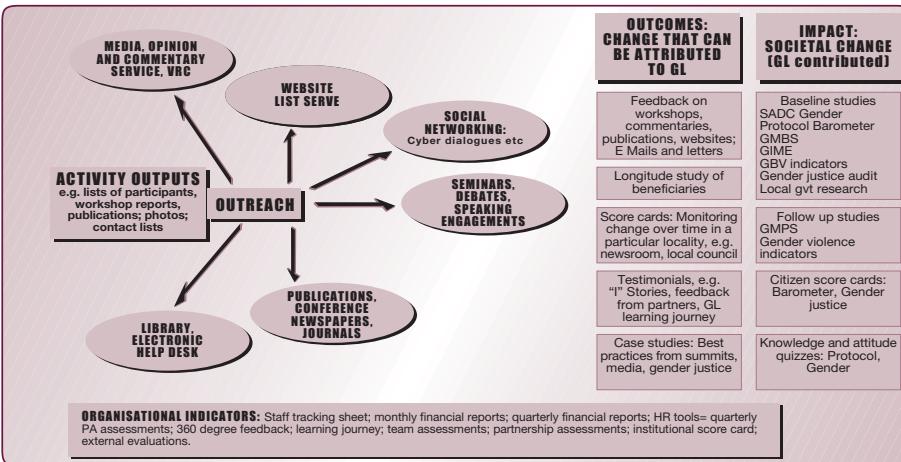
Loveness Jambaya Nyakujarah and Ntombi Mbadlanyana during staff planning.  
Photo: Colleen Lowe Morna

## OUTPUT INDICATORS

Last year, we reported on "a way of working that works" and is applied across all our programmes. This involves conducting research; running advocacy workshops based on the research; using this evidence to develop policies and action plans, and building capacity for the implementation of these plans. The good practices that result are then shared at major gatherings: the Gender and Media Summit every two years as well as the Gender Justice and Local Government Summit introduced in the year under review.

Last year, GL produced two major regional research reports (Glass Ceilings in Southern African newsrooms and the Southern African Gender Protocol Barometer) and 28 country studies to go with these. As part of its advocacy GL produced 25 fact sheets; 20 radio programmes; 24 E newsletters; 500 T shirts; 2000 posters and conducted 146 community or town hall meetings. GL produced 228 micro and macro level HIV and AIDS as well as gender policies and 93 gender action plans. The organisation also produced three training manuals and trained 2276 people.

During this year, we have worked to improve qualitative indicators around these numbers. GL has always administered evaluation forms after events and workshops; these accompany all our reports and are an important part of monthly reviews and management meetings. We are automating the information gathering and analysing it in multiple forms to tell us more about the experience

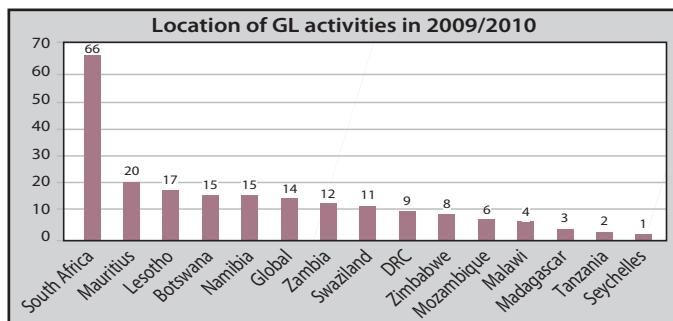


of beneficiaries. We have an online publication feedback form, also administered at major events. Radio programmes come with an M and E kit that gets used to track who listens to the programmes and how they respond. From this kind of information we are able to move from simply measuring outputs to measuring outreach. We are also able to use this information to improve the quality of our programming and productions.

## OUTREACH INDICATORS

GL continued to cascade its work and profile across the Southern African region through workshops and events; the website; media and new media.

### Workshops and events



The graph shows that GL held 203 events in 14 countries compared to 196 events in 13 countries the previous year; one third of these in the home base South Africa; 20 in Mauritius and 15 in Botswana where GL established satellite offices over the past year. GL's stronger presence in all the countries where it has field offices reflects the value of having staff based in these countries.

	M	F	U	Total	Tot known	M%	%W	% Total
SADC and gender	47	190	506	743	237	20%	80%	6%
Gender and media	597	942	394	1933	1539	39%	61%	16%
Gender justice	2320	3935	729	6984	6255	37%	63%	59%
Gender and governance	852	1326	10	2188	2178	39%	61%	18%
Advisory services	7	30		37	37	19%	81%	0%
2009/2010	3823	6423	1639	11885	10246	37%	63%	100%
2008/2009	1961	3417	2717	8095	5378	36%	64%	100%

## What's in a font?

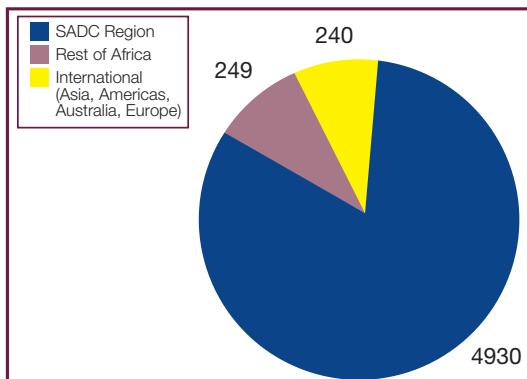
One of the interesting reflections we got when we started to ask for feedback on our publications concerned the font we use in our "I" Story series. Intended to be informal, we make use of a cursive script in the book which is targeted at non-academic audiences and readers and has a strong human interest component. We found that in fact readers with lower levels of literacy do not like this font, as they find it difficult to read. With our assumptions turned on their head, we will now proceed to test a few fonts with audiences before we print more books in this series!

The summary of GL workshop statistics in the table shows that a total of 11885 people participated in GL events compared to 8095 the prior year; a 47% increase. Of these 2276 received training (2023 in the governance programme). The major increase is accounted for by the increase in cyber dialogue participants during the Sixteen Days of Activism, which also accounts for why 59% of all participants were in the justice programme. Excluding those whose sex was unknown (e.g. some cyber dialogue participants as they may use unisex names) the proportion of men who participated in GL activities stood at 37% compared to 36% the previous year. This figure has remained remarkably stable over the years and is consistent with GL's policy of including at least one third men in all its work.

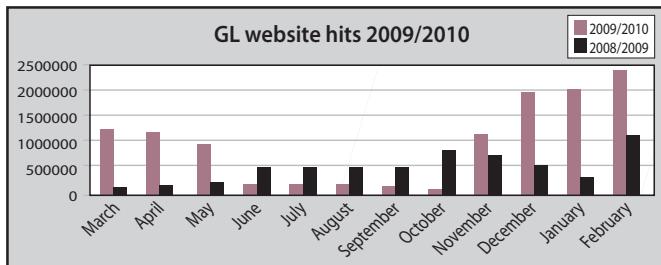
### Contacts data base and face book

The contacts data base increased from 4311 to 5555, 36% men. As illustrated in the graph, the majority of these are from the SADC region. However, GL built up the contacts data base during Beijing Plus 15 such that it is now also much more international.

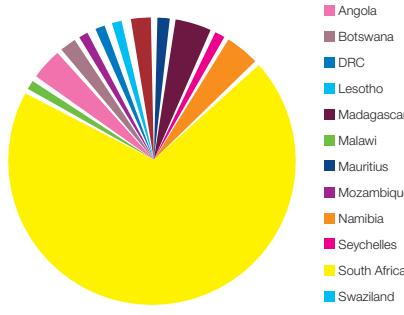
The GMDC has 158 fans and 365 GMDC group members on Facebook. We are exploring new ways of using this social networking tool, especially in relation to our Opinion and Commentary Service. We are also devising tools for monitoring more effectively the value added by new media to our work, especially with regard to reaching out to young people.



## Website

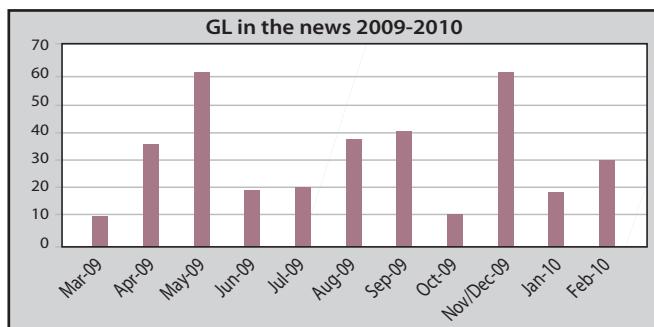


Distribution of website hits in Africa



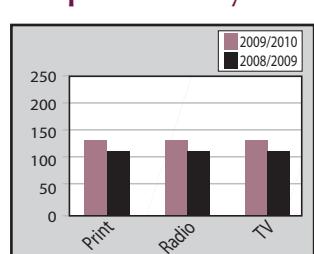
The GL website remains an invaluable outreach tool. The number of hits more than doubled from five million to 11 million or close to one million hits per month during the month under review. The "visitors" are mainly from Africa and it is heartening to see a much more even spread between the African 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.

## Media



In the past year, the number of media queries virtually doubled from 185 to 338 or an average of 6.5 queries a week compared to 3.5 the previous year. In addition to responding to media queries, GL distributed 116 opinion pieces that were each used on average three times by the mainstream media.

## Comparative analysis of GL in the news



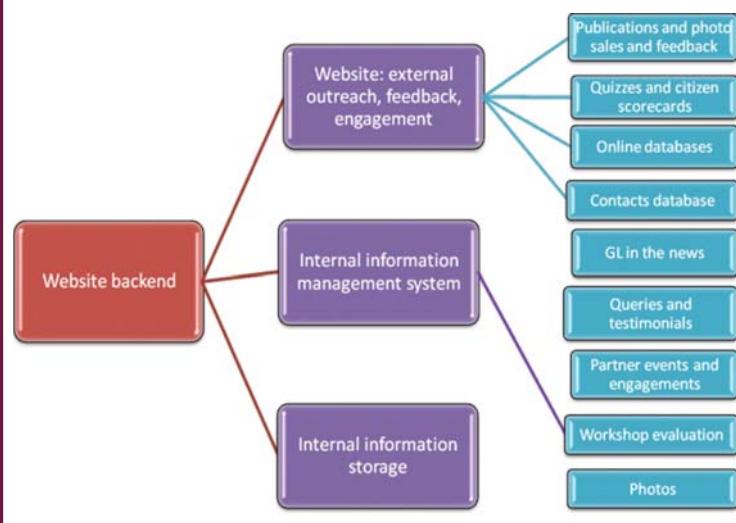
During the Sixteen days campaign GL and GEMSA received coverage in the print, radio, online and television media. GL and GEMSA were in a total of

108 media articles across 11 countries including Botswana; DRC; Lesotho; Madagascar; Malawi; Mauritius; Namibia; South Africa; Tanzania; Zambia and Zimbabwe. Of the 108, 29 were print (27%); 18 radio (17%), 46 online media (42%) and 14 television (14%). Going forward, especially now that the field offices are better established, we expect both to increase our media profile in the region even higher as well as increase visibility in many more countries.



## Innovating information gathering

How do you tell the story of an organisation working in nine countries? How do you make it fun for staff to record every event they go to and every media interview they give without adding to already heavy work loads? How do you ensure that the role of staff at head office is one of coordination and quality control, rather than one of primary data capturing? As GL has grown we have sought to gather accurate and useful data about our work by working smart rather than adding to already heavy work loads. During the course of this year we moved our website to a new content management system that comes with online data bases that can be used at the backend, and also where appropriate at the front end. The advantage of this tool is that staff outside Johannesburg can enter their data (for example events attended) wherever they are, while the responsible staff member at head office concentrates on analysing the data and presenting it to the management team. The diagram illustrates ways in which we are using the website to gather information more effectively. We are also moving towards many more online forms (for example workshop evaluations, and publication feedback) to reduce the tedium of staff having to input this information. An important next step will be to create front end online data bases for all the research that GL does, for example the SADC Gender Protocol Barometer, so that this data is dynamic, easily accessible, can be sorted in different ways, and can be regularly updated.



## OUTCOME INDICATORS

GL defines outcomes as the changes that we can put a finger on and can attribute to our work. Below we summarise under each programme what we consider to be our successes:

SADC Gender Protocol

- A broad based, relevant and cutting edge network working to promote gender equality in the region.
- A sensitised public and media with a better understanding of gender equality issues, and an understanding of the significance of the Protocol.
- Increased knowledge and awareness on the SADC Protocol on Gender and Development and the relevance of this important regional instrument to women in local communities.
- Good synergy with the SADC Secretariat, creating opportunities for influencing the gender agenda at regional level.
- Good rapport with most SADC governments on the role and significance of civil society.
- A strong profile for the campaign and its significance as a catalyst for mobilising the women's movement in SADC.
- Emerging evidence of the way that the Protocol is being used as a point of reference in government and the private sector, for example the 50/50 campaign; the GEMSA care work campaign; an audit of women in business in South Africa; speeches made in parliament etc.

Gender and Media

*Research and policy*

- The most up to date data on gender within the institutional make up as well as editorial content of the media, providing the basis for a major push on the gender and media front in 2010.
- Much greater willingness to engage in gender policy process by both regulatory authorities.
- Much closer relationships through the GMDC with gender and media training institutions and the beginning of long term relationships around mainstreaming gender into media education.

## *Media Literacy*

- Citizens empowered to engage critically with the media.
- Strengthened partnerships with media training institutions in the region.
- Women politicians who are able to interact with the media.
- GEMSA networks empowered and strengthened to run their own workshops.

Gender, Media and Elections

- Civil society empowered to do gendered analysis of electoral processes.
- Women in politics able to engage with the media on different forums.
- WIP who are able to design their campaigns as well as publicity materials.

## Challenging the lion in its den

The programme work of GL intersects in many ways and the impact is often reflected in anecdotal evidence that even we could not have anticipated.

An example is the case taken up by Polytechnic of Namibia (PON) lecturer Bertha Amakili against *Informante*, one of the new tabloid newspapers of questionable quality flourishing in the region.

GL has partnered with PON in many projects, including running media literacy courses. Amakali has further worked with GL in Namibia in collecting "*I*" Stories or first hand accounts of those who have experienced gender violence.

Amakali entered this initiative as a best practice in the Gender Justice and Local Government Summit in March 2010, and won an award in an adjudication process that involved independent judges and the audience from around the region.

When she got home, Informante ran an article quoting unnamed sources as saying that she had "hijacked" the work of others in order to win the award and questioning the adjudication process.

Empowered with knowledge from the media literacy course that includes a module of taking up cases through regulatory authorities, Amakili filed a case with the media ombudsman, Clement Daniels. Several interest parties, including GL Deputy Director Kubi Rama, testified at the hearing, where it transpired that the unnamed source was actually an editor in the newspaper with no first hand knowledge of the process. The ombudsman found in favour of Amakili and the newspaper apologised.

The case demonstrated many key points: poor standards of journalism in tabloids (GL has done research on gender and tabloid journalism).

tabloids); undermining of women's achievements and most important the power of citizens to challenge the media.

## *Business Unusual*

- Economic reporters who are aware of and can interpret the economic provisions of the SADC Protocol on Gender and Development.
- Journalists who are able to do a gendered analysis of huge events like soccer 2010.
- Improved coverage of economic stories in the region.

GMDC

- Created platforms for discussions and debates on key pertinent issues both face to face and online.
- Established strategic partnerships with key institutions and media outlets.
- Carried out firsthand research on gender and media training, and based on the findings assisted in implementing changes in curriculum in Namibia.

- Created synergies between seminar discussions, the Gender and Media Diversity journal and other publications.
- Produced a body of knowledge on untapped topics such as Gender and Soccer 2010; polygamy and progressive leadership.



Debating gender violence during the Soccer 2010 campaign.  
Photo: Colleen Lowe Morna

### Gender Justice

GL can claim the following successes:

- There is now a concerted move to stretch Sixteen Day of Activism campaigns to year-long campaigns to end violence that are better monitored and evaluated.
- Thanks to collaboration between civil society and governments, all SADC countries now have in place multi sector action plans to end gender violence. Specific targets and indicators need to be strengthened. More resources and effort needs to go towards prevention.
- In the countries where we have a presence, the Mauritius plan is a model for the region. South Africa and Botswana are showing commitment to reinvigorate their plans.
- Empowerment of women and men citizens of the SADC region who were able to evaluate their governments with regards to their responses to gender-based violence through the GBV score cards that GL has administered.
- Pioneering work on GBV indicators that has the potential to be cascaded across the region.

### Governance

- Contributing to a body of research on representation and participation of women in local government that did not exist in the past. Local government barely featured in the gender and governance discourse.
- Making the link between gender justice and governance at the local level. In the past this was not seen as an area of concern by many local councils. The Gender Justice and Local Government summit has challenged local authorities to be proactive in this area. The summit also highlighted the work of community-based organisations and need for them to work closely with local government.
- Building gender analysis skills of local councillors and officials, and local government associations; Policy makers and councillors understand and are better able to champion gender mainstreaming at local level.

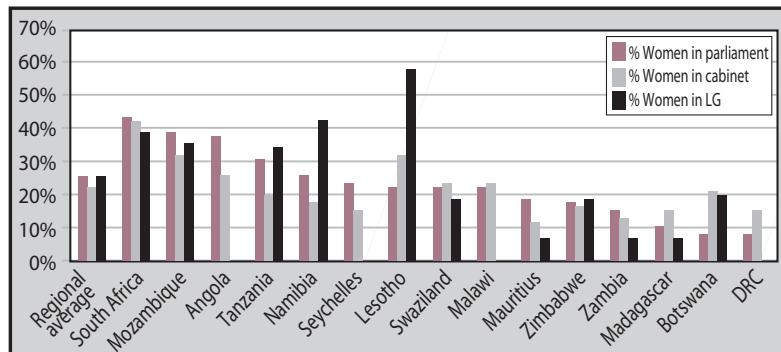
### IMPACT INDICATORS

This year marked the launch of the SADC Gender Protocol Barometer which has a wealth of data on women and men in the Southern African region. The Barometer, which is available on the GL website, shows that while there has been some visible progress in attaining gender equality in the fifteen countries of SADC, notably in education and political decision-making, there is still a long way to go to achieve the 28 targets of the SADC Protocol on Gender and Development. The one step backwards, two steps forward nature of gender work is well illustrated in two areas of GL work: governance and the media.

### Dilemmas of gender and governance

One of the key targets in the SADC Protocol on Gender and Development is the achievement of equal representation of women and men in all areas of decision making by 2015.

**Half full or half empty?** The timeframe for achieving the target, 2015, is just five years from now and progress over the last ten years has been sluggish, with the region having achieved a six percent increase from 18% in 2000 to 24% in 2010, increasing two percent since the signing of the Protocol in 2008. This still places the region second only to the Nordic countries (42%), and four percent ahead of Europe (excluding Nordic countries). While the region is five percent above the global average of 19% it is still less than half the required 50% target. Recent elections in South Africa, Malawi, Mozambique and Mauritius saw increases in women being elected to parliament, but the regression of Botswana from 11% to 7.9% and Namibia's slide backwards back from 30.8% to 26.9% are cause for concern.



**Why the difference?** The question therefore is, why are some countries making good progress while others are regressing? The answer to this is multifaceted and relates mainly to electoral systems, approaches to quotas, political will and concerted 50/50 campaigns. The three countries (South Africa, Mozambique and Angola) that have surpassed the 30% and are making steady progress towards parity use the PR system combined with voluntary party quotas (which are in fact implemented). Tanzania has a constitutional quota applied in a constituency system that includes allowing women to participate freely in constituency elections, but reserves 30% of seats for women only; these are distributed to parties according

to their share of the vote (i.e. on a PR basis). At the local level Lesotho, with 58% women has shown that it is possible to have a legislated quota in a constituency based system where each election one third of the seats are reserved for women on a rotating basis. What this suggests is that 50/50 campaigns need to become far more strategic in making arguments about electoral systems and quotas if rapid progress is to be made.

**Prompting debate:** On a more positive note, the work around gender and elections had generated a large amount of debate. In Mauritius, while there was only a marginal increase in women's representation in parliament, the director of the Francophone office was invited to comment on the elections for the whole day when election results were announced, the first time a woman had ever been invited to comment on election results from a gender perspective, which shows a important shift in dialogues and debate, something not even see in recent elections in the United Kingdom for example. In short, gender has been mainstreamed into election and governance discourse. While this may not yield immediate changes, it is a strategic and prominent location for such debates.

**Beyond numbers:** An important new dimension of the gender and governance activism is the "beyond numbers" debate. The classic case in point is South Africa, which now has the highest level of women's representation in all spheres of political decision-making (40% and above).



On the other hand the country is led by a traditionalist who is both polygamous and promiscuous, sending out many negative messages for gender equality in one of the few countries in the region with a

Constitution that enshrines this principle. Equally disturbing is the fact that the leader of the opposition, Helen Zille, appointed an all male cabinet and staunchly defended her right to do so.

Gender machinery has been rendered ineffective and traditional authorities given a new prominence in government structures. Progressive women within the ruling African National Congress (ANC) have retreated. There is a real danger in South Africa that gender equality is becoming interpreted to mean jobs for a few women at the top rather than equality for the whole nation.

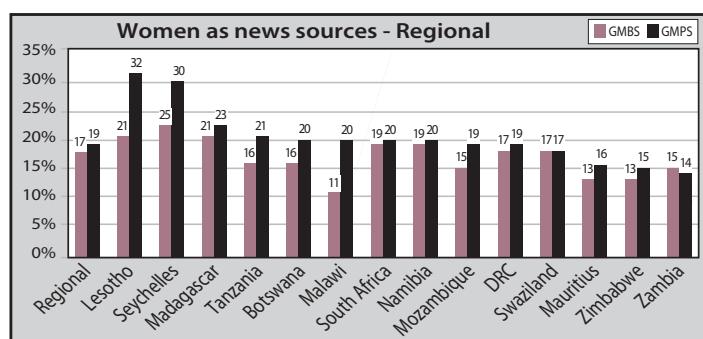
By contrast, Mauritius registered limited numerical gains for women in the last elections, but has a dynamic new minister, Sheila Bappoo, and a Ministry of Gender Equality (the first ministry in the region with such a name; most others refer to women, children and several other "disadvantaged" groups). Mauritius has been leading the

way in the region with regard to gender budgeting and opposing gender violence in a concerted way. It has also spearheaded economic opportunities for women. Clearly, numbers of women in parliament, while important, do not tell the full story.

Over the year, GL through the GMDC has initiated a series of seminars on gender and progressive leadership, leading to a gender aware leadership score card currently in use in our governance work. One of the unintended consequences of Jacob Zuma's win in South Africa has been to prompt a series of debates on polygamy and progressive leadership (see excerpts from online responses to an article by the GL Executive Director Colleen Lowe Morna in the Write About Writes Section). These debates are essential in challenging deeply ingrained attitudes that are at the heart of gender inequality in the region.

### Losses and gains in media work

At the time of writing this report, GL was analysing the findings of the Gender and Media Progress Study (GMPS) 2010, against the findings of the Gender and Media Baseline Study (GMBS) of 2009. There are several indices in this study that require in-depth reflection, but one of the most telling indicators is the proportion of women sources in the news, a critical measure of "voice".



The results show that overall, the proportion of women sources has increased by only two percent from 17% to 19%; lower than the global average in the most recent Global Monitoring Project (GMMP) of 24%. No country has achieved gender parity in news sources. Lesotho (32%) and Seychelles (30%) score highest. Some countries have registered considerable gains (for example Lesotho from 21% to 32%; Tanzania from 16% to 21% and Malawi 12% to 20%). Only one country (Mozambique) slid backwards from 15% to 14%. Progress in the Francophone countries where gender and media work is quite recent is encouraging with increases from 21% to 23% in Madagascar and 15% to 19% in DRC.

But the stagnation in three countries where GL has been most active over the last seven years - South Africa, Namibia and Mauritius - is disappointing. These are also three countries in which the media is best established and most sophisticated; where media houses tend to take a "know it all view" and are resistant to outside interventions.

## LESSONS LEARNED AND WAY FORWARD

### Segmentation

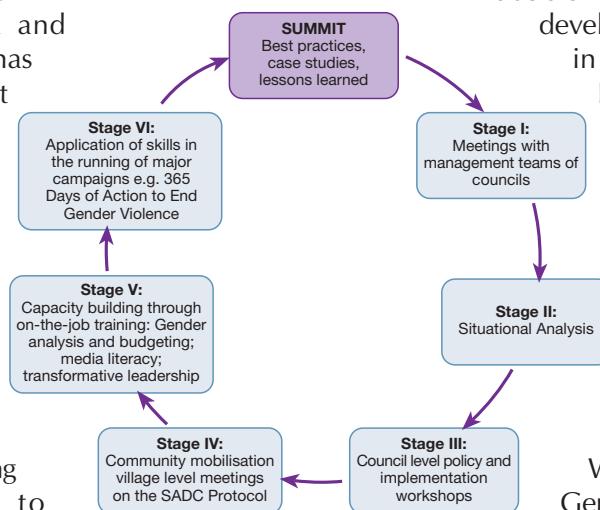
As we progress in our work it becomes evident that the region is varied and we cannot employ a one-size-fits all strategy. The media is a classic example of why we need different strategies for different countries.

### More effective long term strategies

Mindful of the need for long term strategies to address the disparities that we continue to see in all our areas of work, GL has undertaken a Gender in Media Education (GIME) audit on mainstreaming gender into media education. This is leading to a dynamic discussion on the establishment of Communities of Practice among media educators that has elements of curriculum review, new media, peer learning and effective use of knowledge being generated by the region. The GIME underscores the importance of the GMDC knowledge centre and the need for long term strategies in work that is clearly not a quick fix, overnight miracle.

### Maximising and measuring impact within given localities

In both our media and governance work it has become apparent that after the broad brush approach of the first ten years, there is need to make haste slowly, going back now to work at an institutional level where it is easier to measure change. A key pillar of the media work will be supporting 100 newsrooms to develop and implement gender policies, and with local government, work with ten councils in each country to similarly draw up and implement gender action plans. This is a process driven approach that begins with the administration of gender score cards by participants and GL, to be re-administered after the process has run its course. In the case of the Centres of Excellence concept in local government (see diagram) GL is aligning several of its programmes and focusing these on specific localities, working to ensure greater synergy as well as greater impact. The COE's are also informed by the pilot project that we have run with the City of Johannesburg over several years as well as a think tank meeting convened by GL, Hivos and Akina Mama wa Afrika on "Support to Women Leaders: Lessons Learned and Strategies for the future." This brainstorming meeting with partners in December 2010 at which we concretised our thinking on COE's demonstrated why it is key to step back in order to step forwards.



### Working from the ground floor

While most gender NGOs in the governance sector have chosen to focus on national parliament GL's focus has been on local government. We can now say that we have comprehensive data on gender and local government for ten SADC countries (Botswana, Lesotho, Madagascar, Mauritius, Mozambique, Namibia, Swaziland, South Africa, Zambia and Zimbabwe). GL has also been working concerted with local councils in the region developing gender and gender based violence strategies and action plans, which means that we are in a position to track progress both in terms of representation of women in councils as well as their participation including as Mayors and Chairpersons in councils.

One key impact indicator in this work is how councils have started to mainstream gender throughout the institution as well as in the way that they deliver services. The results of the upcoming local government elections in Mauritius, Malawi and Namibia will provide evidence of whether our work at the local government level is producing the desired outcome of increases in women's representation and their effective participation in local decision-making. An interesting model that we have developed with the Gender Coordinating Council in Malawi through the Southern Africa Gender Protocol Alliance concerns encouraging women who did not make it into national government to run for the forthcoming local elections by empowering them with knowledge on the provisions of the SADC Gender Protocol. This is an example of the greater synergies that can be developed between local and national work.

### Cross pollination between programmes

Our programmes continue to enrich each other. We borrowed heavily from the concept of the Gender and Media (GEM) Summit in running the Gender Justice and Local Government Summit, but added to this (and borrowed from the popular Idols programme) to include audience participation in the voting. We have further improved on the GEM concept by starting with national Gender and Media Awards before the regional summit in September this year to be held under the theme: "Taking Stock: Media, Activism and Change."

### Process indicators

Documenting the process that led to adoption of the SADC Protocol on Gender and Development in DVD and as a handbook underscored the importance of reflecting on key strategies used in successful processes; sharing these with partners; documenting these for the future and reflecting on lessons learned.

### Beneficiary analysis and testimonial evidence

An important growth area in our M and E has been to appreciate that even if we cannot reach everyone and

measure society-wide impact we can and should measure individual by individual how we are changing lives. In this report (page 45) we describe the workshop we had with "I" Story participants over the years to see what has happened to them since they first participated in the project. We have put in a book proposal to a publishing house in London on "Healing through Writing." In all our training work (for example in media literacy) we are now administering a KAS (Knowledge, Attitude, Skills) survey before and after the training. We plan to conduct a longitudinal survey of all those who have been involved in GL work as part of the external ten year institutional evaluation in preparation for GL's tenth anniversary. We have also become more systematic and adept at gathering testimonial evidence, some of which is reflected at various points in this report.

### Attitudes: the heart of the matter

As we continue with our work it becomes increasingly apparent that the biggest single barrier that we face in all our areas of work are attitudes and mindsets. This is one of the reasons why GL, which has a long term vision, has put so much focus on media work. Our GBV indicators project is unique in that it combines an attitude and prevalence study and will seek to draw correlations between attitudes and behaviour. GL is also now administering the attitude part of this questionnaire at all its functions. The results of the responses to questions such as "a man should have the final say in family matters" and "a woman should obey her husband" are found on the GL website: [http://www.genderlinks.org.za/attachment.php?repa\\_id=192](http://www.genderlinks.org.za/attachment.php?repa_id=192). They show that with some exceptions, the majority of those who responded support progressive positions on gender equality.

Getting more out of the information that we gather The attitude survey has also helped us to sharpen the way we gather information. A disconnect between administrative data (country, age, sex, education) meant that we were not able to disaggregate the information according to these variables. This technical fault proved to be a classic learning-by-doing exercise that has honed our M and E skills.

### GL@ Ten

As we build up to our tenth anniversary we plan to have an external evaluation (coinciding with the mid term review of our GTF programmes) that will include a longitudinal study of beneficiaries and in which the Board, staff, former staff partners and donors will be asked to contribute.

### INSTITUTIONAL "HEALTH" INDICATORS

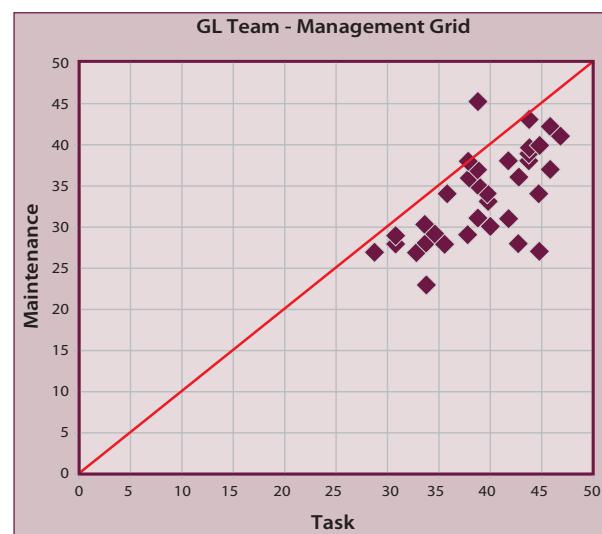
Each year GL staff and Board conduct an internal self-assessment using the institutional score card that draws on questions we are frequently asked in funding applications. The chairperson commented on key findings at the beginning of the report. The full set of findings is available in the three year strategy 2010-2013 and informs

key areas over the coming years. When GL undertakes its ten year evaluation, external consultants will be asked to assess these areas and provide their findings, which will be compared with our internal assessment. This will provide a basis for debate, refining and fine tuning of our strategies.

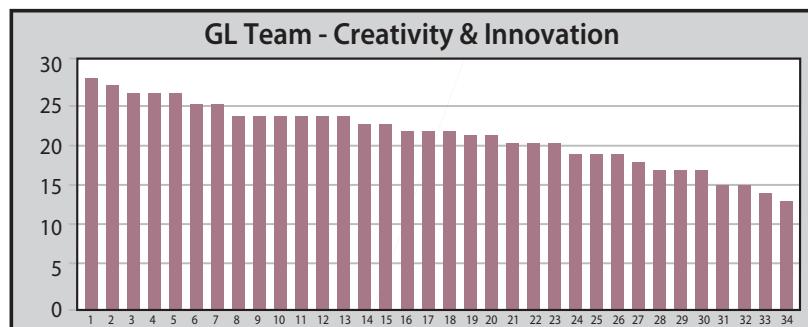
An equally important exercise that we undertake each year is a team assessment to gauge team spirit and identify areas that need work. In the tool used, there are four quadrants:

- *Country club*: high on 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 in December 2009 show that with one or two exceptions, GL staff see themselves as falling in the winning team quadrant which has the best balance between task and maintenance. This time for the first time, reflecting the rapid incase increase in staff, GL also conducted separate unit assessments using the same tool. This assisted us in identifying teams within the bigger group that required more attention and in conducting team building with them.



The results with regard to creativity are especially encouraging since creativity is key to innovation and drive. Out of a total score of thirty, only two scored below half. Two gave full marks and the majority either scored two thirds to three quarters.



# FINANCE AND SUSTAINABILITY

## COST RECOVERY AND MARKETING

By Mukayi Makaya-Magarangoma, communications and Marketing Coordinator



Mukayi Makaya-Magarangoma at Beijing Plus 15.

Photo: Colleen Lowe Morna

### GL Publications

Marketing of GL publications has intensified and moved to greater heights during the period March 2009 to Feb 2010, with the latest development being the establishment of an electronic bookshop. Currently, the e-bookshop only offers publications; however, we are working towards expanding its holdings to include photos. We recognise this avenue as a potentially significant income generating venture, and are therefore keen to finalise all phases of the project.

Sales strategies include distribution through Country Facilitators based in Lesotho, Madagascar, Namibia, Swaziland, Zambia and Zimbabwe; and also through Satellite offices in Botswana and Mauritius. Target audiences include academic institutions, commercial book sellers, development agencies, partner organisations, governments and policy makers. While there is still a lot more to be done in growing revenue realised from publication sales, sales increased steadily over the year, with a total revenue of R48 847; about four times the previous year.

### Conferencing facilities

GL prides itself on having two conferencing facilities. Both facilities can fit up to twenty five people comfortably, with the bigger one accommodating up to thirty, depending on the sitting style.

We have recognised a need amongst our partners and networks for meeting room space that is conducive to

intimate meetings outside of the hustle and bustle of Johannesburg. As such, we hire out the facilities at a fee. Internal programmes also hire the space for meetings. This has proved to be popular with programme managers, as it allows them the convenience of facilitating in a familiar setting that is near to their work space.

The facilities come with a standard conferencing package which includes an overhead projector, lap top, speakers, basic stationery, morning and afternoon teas, and lunch. Photocopying and binding services are also provided at a fee.

### Lodging facilities

The purchase of new office premises allowed GL to set two bedrooms aside for lodging purposes. The main bedroom is en-suite, with a huge corner bath and spacious shower. The other is a big bedroom, with separate bathroom facilities. These are self-catering facilities that come with a stove, microwave, fridge and washing machine. While these facilities have not been rented out externally, they have saved GL on paying for hotel accommodation when used by staff members. As such, staff from satellite and field offices are often accommodated at these premises, and respective projects are billed for the service.

### Marketing expertise: 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 R 1,102 874 compared to R904 949 in the previous year; a 21% increase.

IDEA	R 82 544	Training of trainers for East European NGOs on empowering women in politics.
IWMF	R 56 262	Providing regional data on Glass Ceilings in Southern African newsrooms for the global study.
City of Jhb	R 159 144	Backstopping gender mainstreaming.
EISA	R 79 800	Research: women in politics in Southern Africa, used in Barometer.
WACC	R 26 797	Global Media Monitoring Project.
UNESCO	R 129 235	Gender in Media Education, Namibia.
Special projects	R 500 092	Fees for organising two major events for Hivos.
Capacitate	R 69 000	Fees for organising annual meeting DANIDA grantees.
<b>TOTAL</b>	<b>R1 102 874</b>	

# GL SERVICES: LOOKING TO THE FUTURE

By Pinkie Mekgwe, Board member



GL has a proven track record of complying with organisational governance standards, delivering on its mandate on time and has over the years been nominated for and won a number of awards. As we look to the future, especially in light of the many threats to donor funding, it is imperative that we seek to improve sustainability through leveraging of the resource base that we have built. While publications and facilities offer one avenue, our potentially most lucrative resource base is undoubtedly our expertise. During the 2010 Board meeting, we sought to sharpen the focus of the advisory work that we have done to date, and identify potential streams of income as follows:

- **Conference newspapers:** As an organisation with a core focus on how women are represented in the media one of the services that GL offers is the production of conference newspapers at major international gender conferences and events. GL has produced, or been involved in producing daily newspapers at most of the global UN conferences, including Beijing Plus Fifteen and the African Development Forum (ADF).
- **Gender and local government:** GL has a well-established gender and local government programme that has started to generate several requests for support and capacity building that councils are willing to support pay for.
- **Gender audits and mainstreaming:** Since its establishment in February 2000, GL has been involved in several advisory services to regional and

international organisations, as well as government departments, on gender mainstreaming, including the SADC Secretariat, UNDP South Africa and the South African Department of Social Development.

• **Research:** One of the core functions of GL is to conduct research in the key areas of gender and the media; governance and justice. This is then used to inform policy and advocacy initiatives. Over the years GL has built a reputation for providing good quality, relevant research in its core areas. As a result GL has been approached by, and partnered with, a range of organisations on research projects, including, amongst others, the UNIFEM, the Electoral Institute of Southern Africa (EISA), the National Democratic Institute (NDI) and UNDP Swaziland.

• **Strategic communications:** Communication is a fundamental part of our daily existence and it is essential that as civil society we communicate more strategically. A need has therefore arisen to assist activists and organisations to put their messages across more effectively using various communication tools as well as new information technologies. Strategic communications form a big part of the work that GL does in the gender justice sector.

• **Institutional support and training:** GL is in the process of being registered as an accredited trainer. The advisory services portfolio is also being expanded to include institutional support, tools and resources to non-profit organisations. This is based on the wide range of institutional tools and systems for finances, IT, human resources, planning, reporting, tracking, monitoring and evaluation that GL has developed during ten years of rapid growth.

## GL to become an accredited training institution

By Kubi Rama, Deputy Director

Over the last nine years GL has trained people in 15 SADC countries. The training has been targeted at: the media; local government; national government; women politicians; NGOs; members of the public; students; academics. At the training workshops GL issues certificates of attendance.

Many of the people that GL trains have not had access to institutions of higher learning and do not possess formal qualifications. For example, many journalists do not have formal journalism qualifications but have been working for many years and have excellent journalistic skills. It is therefore important to offer

training that may be used towards acquiring a formal qualification.

Several NGOs have accredited their courses and this has become a source of income. GL will be piloting the accreditation process in South Africa. People trained in accredited courses will receive certificates that accredit them with a certain number of credits that may be used towards a formal qualification such as a diploma, degree or a certificate of competence.



GL Deputy Director Kubi Rama conducting training.  
Photo: Colleen Lowe Morna

# FINANCE REPORT

By Bridget Marango, Head of Finance and Administration



The past year has been characterised by a global financial recession that negatively affected the funding landscape. Most donors consolidated their portfolios resulting in NGOs scaling down operations and some even closing. The competition for new funding became stiffer as calls for proposals became

fewer. Some donors who were not affected by the recession were simply holding back on new funding agreements until the recession cycle clears.

The South African Rand became firmer against major currencies resulting in massive exchange rate losses as most of our donor funds come from abroad. The markets are slowly picking but the effect of the recession is still very much a reality and most donors are treading carefully. GL was fortunate to pull through this period with secured funding already in place but the fight is not over yet. The future of donor funding still remains bleak and GL is considering growing its advisory services to improve sustainability.

## Income

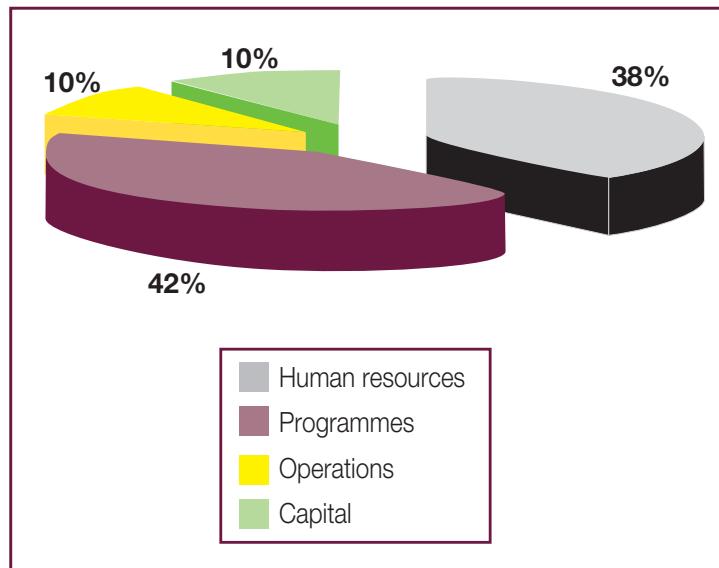
	2007-2008 - R	%	2008-2009 - R	%	2009-2010 - R	%
Carry over	3,206,833		4,953,910		3,758,714	
Donors	8,832,923	89%	23,321,133	88%	28,457,110	90%
Own	1,137,132	11%	3,214,068	12%	3,136,572	10%
<b>Total new</b>	<b>9,970,055</b>	<b>100%</b>	<b>26,535,201</b>	<b>100%</b>	<b>31,593,682</b>	<b>100%</b>
% increase			166%		18%	

The table shows that despite the funding challenges, GL's income increased by 18%. This was, however, lower than the previous year when we became a recipient of the DFID Governance and Transparency Fund.

## Expenditure patterns - 2010

The chart shows that expenditure generally remained within acceptable norms with programmes accounting for 42%, human resources 38%, operational expenses 10% and capital expenditure 10%. Capital expenditure was higher than normal as GL increased its asset base by purchasing an additional property and constructed a new office wing as detailed in the physical infrastructure report.

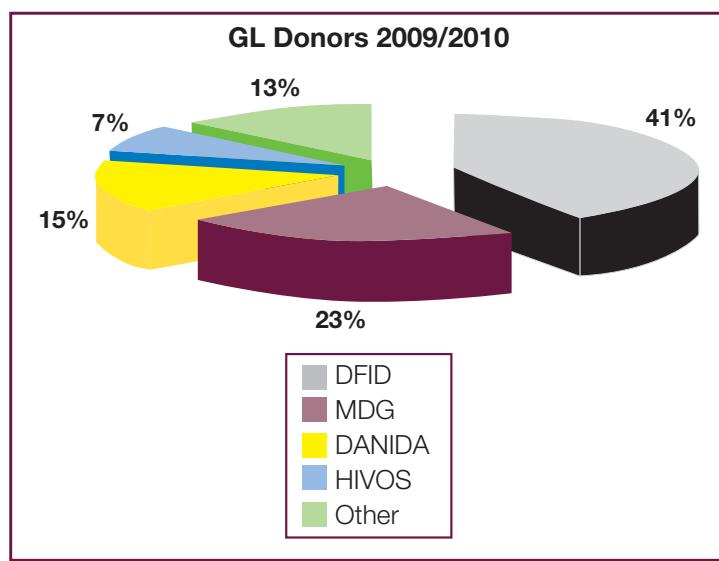
## Expenditure analysis



## Diversity of funding portfolio

The chart shows that DFID remains our largest donor (42%) followed by the MDG 3 Fund (24%) and Danida (16%). 80% of our funding came from 3 donors and the remaining 20% came from a mix of eight donors (see table). The diversity is an advantage when donors cut down funding or in some cases do not renew contracts. Efforts are underway to obtain new donors with multi-year funding as well as to renew existing agreements that are ending like DANIDA.

SIDA	3%
The Norwegian Council	3%
UNIFEM	2%
MOTT Foundation	1%
Norwegian Church Aid	1%
Diakonia	1%
FES	0%
WIN Mauritius	0%



## Endowment fund

As part of long term sustainability, GL has undertaken to invest some of the funds generated through own resources in medium to longer term vehicles every year. Towards the end of 2008, GL established an Endowment Fund with R2million from the reserve fund into the Allan Gray Balanced Fund and an Investec invested managed fund. Both funds are designed to grow capital ahead of inflation. The markets started emerging in March 2009 and the fund has been growing steadily. It is impressive that we have achieved a growth of 13% in this financial year. We started the

year at R1,916,000 (after Finance advisor's fees) and ended at R2,200,140.

## Own resources

GL has managed to maintain own resources at 10% of the total income received in the past period. Due to difficult market conditions, with interest lower than previous years and the South African Rand becoming stronger than major currencies, the own resources did not change much as compared to last year. The growth of GL programme work also limited capacity for taking on advisory services work.

## Breakdown of GL own resources

	2008- 2009	%	2009- 2010	%
Advisory Services	904,949.00	28.2%	1,072,875.00	34.2%
Interest	886,572.00	27.6%	887,119.00	28.3%
VAT	429,521.00	13.4%	619,772.00	19.8%
Conference facilities	282,304.00	8.8%	308,780.00	9.8%
Profit from endowment fund			199,179.00	6.4%
Publications	10,722.00	0.3%	48,847.00	1.6%
Trust	700,000.00	21.8%		0.0%
<b>Total</b>	<b>3,214,068.00</b>	<b>100.0%</b>	<b>3,136,572.00</b>	<b>100.0%</b>



### What I have learned on the job

The major highlight of the year for me was financial planning at the strategic level. Most of our multi-year funding agreements were coming to an end and this meant a lot of strategic budgeting and submission of big multi-year proposals to donors. I worked with the ED on the formulation of the Three Year Strategic budget to support the GL 2010-2013 strategy. This proved to be a good learning exercise for me resulting in a detailed budget and analysis of where GL's sustainability stands. I also had the opportunity to present this budget at the GL donor roundtable meeting in Copenhagen hosted by one of our donors, DANIDA. I thoroughly enjoyed interacting with our donors and partners. Towards the end of the financial year, I had to work with programme managers in closing off their projects. This helped me understand the GL programmes. I got an insight of what each programme is planning and how these programmes will be financed in relation to the resources in hand. This created a thirst for deeper understanding of GL programmes. I am now compelled to take up a course in project management and hope that I will add more value to my organisation while developing myself! Watch this space....

- Bridget Marango

For me work is like a process of self discovery, exploring my areas of strength and challenge and the realisation of my otherwise hidden potential. On a more personal level I have come to appreciate the flexibility in me as well as the vital adaptation skills needed for day-to-day survival. I

believe GL has been able to challenge my potential in as far as finance is concerned. This experience has been enriching and has helped widen my career prospects. Working in the finance department is not the easiest of things considering the volumes of work and the need for thoroughness in handling finance. The team GL as a whole is great. It is from this collective of individuals that my knowledge of work has been shaped and sharpened. I have learned to be patient, understanding and considerate of others. With the help of my eyes and ears I have managed to borrow heavily the art of work from senior colleagues. Going forward I see myself growing into a seasoned professional with a sound financial appreciation and understanding.

- Fanuel Hadzidzi, Finance Assistant



Fanuel Hadzidzi with his nephew during a staff walk.  
Photo: Colleen Lowe Morna

# FINANCIAL OVERVIEW

## INCOME STATEMENT FOR THE 4TH QUARTER ENDING FEBRUARY 2010

Source	Funds Received R	Other Revenue R	Interest Received R	Total	Prior Year R
<b>Donor Funds</b>				<b>27,664,623</b>	<b>23,321,133</b>
The Danish Ministry for Foreign Affairs (DANIDA)	4,528,702				
DFID	11,400,439				
Diakonia	405,063				
Friedrich Ebert Stiftung (FES)	100,322				
HIVOS Stichting (HIVOS)	2,186,189				
MDG	5,944,767				
MOTT Foundation	419,750				
Norwegian Church Aid (NCA)	432,985				
The Norwegian Council for Africa (NCA)	956,764				
Swedish International Development Cooperation Agency (SIDA)	1,068,972				
United Nations Development Fund for Women (UNIFEM)	208,170				
WIN Mauritius	12,500				
<b>Sub Total</b>	<b>27,664,623</b>	-	-	<b>27,664,623</b>	<b>23,321,133</b>
<b>Other Revenue</b>				<b>1,430,502</b>	<b>1,897,975</b>
Sale of Publications		48,847			10,722
Conference and Office Facilities		308,780			282,304
Consulting Fees		1,072,875			904,949
Trust fund		-			700,000
Gain on Endowment fund		199,179		199,179	
<b>Interest Received</b>			<b>887,119</b>	<b>887,119</b>	<b>888,873</b>
<b>Extraordinary Item</b>				<b>816,006</b>	<b>536,871</b>
Value Added Tax Recovery		816,006			536,871
<b>Total</b>	<b>27,664,623</b>	<b>2,445,686</b>	<b>887,119</b>	<b>30,997,428</b>	<b>26,644,852</b>

## EXPENSE SUMMARY 2009/2010

Expense	2010		2009	
	Amount R	%	Amount R	%
<b>Human Resources</b>				
Staff	9,156,269	31.57%	4,696,055	26.10%
Partners/Consultants	2,328,422	8.03%	2,080,973	11.57%
<b>Sub Total</b>	<b>11,484,691</b>	<b>39.59%</b>	<b>6,777,028</b>	<b>37.67%</b>
<b>Programmes</b>				
Workshops	8,447,492	29.12%	7,458,776	41.46%
Publications & Productions	2,510,484	8.66%	1,723,037	9.58%
Conference Facilities	33,198	0.11%	39,074	0.22%
M & E	285,436	0.98%	-	0.00%
Website and IT Costs	257,024	0.89%	155,725	0.87%
<b>Sub Total</b>	<b>11,533,634</b>	<b>39.76%</b>	<b>9,376,612</b>	<b>52.12%</b>
<b>Operational Expenses</b>				
Audit fees	71,953	0.25%	-	0.00%
Bank Charges	109,917	0.38%	71,658	0.40%
Cleaning	41,081	0.14%	22,164	0.12%
Courier & Postage	42,622	0.15%	50,981	0.28%
Depreciation	357,666	1.23%	202,641	1.13%
Electricity & Water	52,142	0.18%	23,253	0.13%
Entertainment	18,587	0.06%	719	0.00%
Equipment Maintenance	65,584	0.23%	57,234	0.32%
Financial advisor fees	13,754	0.05%	30,531	0.17%
Governance	118,615	0.41%	94,105	0.52%
Insurance	45,934	0.16%	45,064	0.25%
Interest paid	695	0.00%	758	0.00%
IT Systems	466,193	1.61%	136,414	0.76%
Levies	3,250	0.01%	-	0.00%
Motor Vehicle Expenses	8,561	0.03%	9,370	0.05%
Printing & Stationery	309,293	1.07%	172,066	0.96%
Profit/Loss on Foreign Exchange	9,784	0.03%	-	0.00%
Profit/Loss on sale of assets	26,285	0.09%	-	0.00%
Publications	96,625	0.33%	35,910	0.20%
Rent	95,710	0.33%	57,244	0.32%
Repairs & Maintenance	245,255	0.85%	105,090	0.58%
Security	16,373	0.06%	7,140	0.04%
Subscriptions	8,321	0.03%	3,558	0.02%
Staff recruitment and development	85,982	0.30%	35,738	0.20%
Staff wellness and welfare	164,245	0.57%	26,944	0.15%
Telephone & Fax	255,488	0.88%	154,203	0.86%
Travel	204,140	0.70%	92,826	0.52%
<b>Sub Total</b>	<b>2,934,053</b>	<b>10.12%</b>	<b>1,435,611</b>	<b>7.98%</b>
<b>Capital Expenditure</b>	<b>3,053,162</b>	<b>10.53%</b>	<b>400,649</b>	<b>2.23%</b>
<b>Totals</b>	<b>29,005,540</b>	<b>100.00%</b>	<b>17,989,900</b>	<b>100.00%</b>

# REPORT

## AUDITOR'S REPORT



### ACCOUNTANTS & AUDITORS

### REKENMEESTERS & OUDITEURE

Johannesburg  
Tel: (011) 794-7399  
Fax: (011) 794-9770  
Block B1, Rock Cottage Office Estate,  
Jangroentjie Avenue, Weltevreden Park

Practice No: 957135  
P.O. Box 1052, Honeydew, 2040  
[www.fwcaccountants.co.za](http://www.fwcaccountants.co.za)

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

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

### Independent Auditor's report

#### To the members of Gender Links (Association Incorporated Under Section 21) *Report on the Financial Statements*

We have audited the financial statements of Gender Links (Association Incorporated Under Section 21), which comprise the balance sheet as at 28 February 2010, and the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and a summary of significant accounting policies and other explanatory notes, and the directors' report, as set out on pages 6 to 16.

#### Directors' Responsibility for the Financial Statements

The company's directors are 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.

#### Auditor's 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 auditor's 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 management, 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 Gender Links (Association Incorporated Under Section 21) as at 28 February 2010, and 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.

#### Supplementary Information

Without qualifying our opinion, we draw attention to the fact that the supplementary information set out on pages 17 to 18 does not form part of the financial statements and is presented as additional information and have been verified to be true and correct.

#### Secretarial duties

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

FWC Accountants & Auditors  
Registered Auditor

Per: FF  
CA (SA) RA  
Hons BCom

25 March 2010

Rock Cottage Office Estate, Block B1  
Jangroentjie Avenue  
Weltevreden Park  
1709

# Gender Links (Association Incorporated Under Section 21)

(Registration number 2001/005850/08)

Financial Statements for the year ended 28 February 2010

## Balance Sheet

Figures in Rand	Note(s)	2010	2009
<b>Assets</b>			
<b>Non-Current Assets</b>			
Property, plant and equipment	2	4,618,530	1,952,661
Other financial assets	3	7,364,602	6,686,082
		11,983,132	8,638,743
<b>Current Assets</b>			
Loans to employees	4	70,335	-
Trade and other receivables	5	478,817	198,083
Cash and cash equivalents	6	10,546,751	6,735,763
		11,095,903	6,933,846
<b>Total Assets</b>		<b>23,079,035</b>	<b>15,572,589</b>
<b>Equity and Liabilities</b>			
<b>Liabilities</b>			
<b>Non-Current Liabilities</b>			
Funds received in advance	7	21,473,879	15,567,790
<b>Current Liabilities</b>			
Trade and other payables	8	1,561,999	4,799
Credit cards	6	43,157	-
		1,605,156	4,799
<b>Total Liabilities</b>		<b>23,079,035</b>	<b>15,572,589</b>
<b>Total Equity and Liabilities</b>		<b>23,079,035</b>	<b>15,572,589</b>

## Statement of Cash Flows

Figures in Rand	Note(s)	2010	2009
<b>Cash flows from operating activities</b>			
Cash receipts from donors		27,664,622	20,997,709
Cash paid to suppliers and employees and other income received		(27,080,025)	(21,763,621)
Cash generated from (used in) operations	13	584,597	(765,912)
Interest income		867,688	888,873
Dividends received		19,431	-
Finance costs		(695)	(758)
<b>Net cash from operating activities</b>		<b>1,471,021</b>	<b>122,203</b>
<b>Cash flows from investing activities</b>			
Purchase of property, plant and equipment	2	(3,053,162)	(505,119)
Sale of property, plant and equipment	2	3,343	-
Net movement in financial assets		(489,125)	(2,479,733)
<b>Net cash from investing activities</b>		<b>(3,538,944)</b>	<b>(2,984,852)</b>
<b>Cash flows from financing activities</b>			
Net movement in funds received in advance		5,906,089	8,935,911
Movement in loans to employees		(70,335)	-
<b>Net cash from financing activities</b>		<b>5,835,754</b>	<b>8,935,911</b>
<b>Total cash movement for the year</b>		<b>3,767,831</b>	<b>6,073,262</b>
<b>Cash at the beginning of the year</b>		<b>6,735,763</b>	<b>662,501</b>
<b>Total cash at end of the year</b>	6	<b>10,503,594</b>	<b>6,735,763</b>

# Gender Links (Association Incorporated Under Section 21)

(Registration number 2001/005850/08)

Financial Statements for the year ended 28 February 2010

## Notes to the Financial Statements

Figures in Rand

2010 2009

### 2. Property, plant and equipment

	2010			2009		
	Cost	Accumulated depreciation	Carrying value	Cost	Accumulated depreciation	Carrying value
Land and buildings	4,137,231	-	4,137,231	1,471,091	-	1,471,091
Furniture and fixtures	264,870	(147,014)	117,856	127,193	(75,098)	52,095
Motor vehicles	126,076	(77,746)	48,330	126,076	(52,531)	73,545
Office equipment	364,316	(226,654)	137,662	234,268	(132,739)	101,529
IT equipment	550,158	(384,562)	165,596	466,819	(232,855)	233,964
Security system	42,914	(31,059)	11,855	42,913	(22,476)	20,437
<b>Total</b>	<b>5,485,565</b>	<b>(867,035)</b>	<b>4,618,530</b>	<b>2,468,360</b>	<b>(515,699)</b>	<b>1,952,661</b>

### Reconciliation of property, plant and equipment - 2010

	Opening Balance	Additions	Disposals	Depreciation	Total
Land and buildings	1,471,091	2,666,140	-	-	4,137,231
Furniture and fixtures	52,095	137,677	-	(71,916)	117,856
Motor vehicles	73,545	-	-	(25,215)	48,330
Office equipment	101,529	134,936	(3,937)	(94,866)	137,662
IT equipment	233,964	114,409	(25,691)	(157,086)	165,596
Security system	20,437	-	-	(8,582)	11,855
<b>Total</b>	<b>1,952,661</b>	<b>3,053,162</b>	<b>(29,628)</b>	<b>(357,665)</b>	<b>4,618,530</b>

### 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
<b>Total</b>	<b>1,650,183</b>	<b>505,119</b>	<b>(202,641)</b>	<b>1,952,661</b>

### Details of properties

#### Erf 613, Cyrildene Johannesburg

- Purchase price: 10 June 2005	950,000	950,000
- Additions since purchase or valuation - 2006	141,382	141,382
- 2007	25,732	25,732
- 2008	136,470	136,470
- 2009	217,507	217,507
	<b>1,471,091</b>	<b>1,471,091</b>

#### Erf 582, Cyrildene Johannesburg

- Purchase price: 23 March 2009	1,967,374	-
- Additions since purchase or valuation - 2010	698,766	-
	<b>2,666,140</b>	-

# ANNEX A: WORKSHOP STATISTICS

Workshop		Date	Country	Partner/s	M	F	U	Total
<b>SADC AND GENDER</b>								
1	SADC Gender and Development Protocol Video screening	02-Mar-09	NY USA		1	13		14
2	SADC Protocol Alliance Meeting	15-18 Mar-09	South Africa		2	30	0	32
3	SADC Protocol Alliance Meeting	15-18 Mar-09	South Africa		2	30	0	32
4	Launching of the SADC video - Roadmap to Equality	29-Apr-09	Mauritius	Women In Networking (WIN)	5	33	86	124
5	Delegation from Madagascar - Brainstorming about SADC Protocol and Gender Issues in Mauritius	04-May-09	Mauritius	-	5	1	0	6
6	Research Briefing mtg for the SADC Gender Barometer	21-May-09	South Africa		1	8		9
7	SADC Protocol validation workshop	01-Aug-09	Botswana		0	8	0	8
8	Paper SADC Alliance	03-Sept-09	DRC	SADC CNGO			140	140
9	Launch of Roadmap	03-Sept-09	DRC	SADC CNGO			140	140
10	Launch of Barometer	04-Sept-09	DRC	SADC CNGO			140	140
11	Civil Society Meeting re: Barometer	10-Sept	DRC	UCOFEM	2	15		17
12	Tanzania - SADC Gender Protocol Baseline Barometer validation workshop	11-Sep-09	Tanzania	TGNP	17	3	0	20
13	SADC Protocol validation workshop	20-Oct-09	Zimbabwe	ZWRCN	7	15	0	22
14	Southern Africa pre-Beijing+15 caucus	4-6 Feb-10	South Africa	GEMSA	5	34	0	39
<b><i>Sub total</i></b>					<b>47</b>	<b>190</b>	<b>506</b>	<b>743</b>
<b>GENDER AND MEDIA RESEARCH</b>								
<b>Glass Ceiling</b>								
15	GMDC and Glass Ceiling/ GMPS Researchers Meeting	05-Aug	South Africa	GMDC	7	17		24
16	Glass Ceilings Mozambique	03-Aug-09	Mozambique		9	7		16
17	Mauritius	04-Aug-09	Mauritius	Media Watch Org	7	14	15	36
18	Glass Ceilings SA & regional	06-Aug-09	South Africa		13	20	0	33
19	Glass Ceilings Lesotho	09-Sep-10	Lesotho	MISA	3	15	0	18
20	Glass Ceilings DRC	09-Sep-09	DRC	UCOFEM	5	21	4	30
21	Glass Ceilings Tanzania	10-Sep-09	Tanzania	TGNP	7	22	0	29
22	Glass Ceilings Malawi	17-Sep-09	Malawi		10	6	0	16
23	Glass Ceilings Swaziland	22-Sep-09	Swaziland		6	16	0	22
24	Glass ceilings Zambia	22-Sep-09	Zambia		24	22	1	47
25	Glass ceilings Botswana	22-Sep-09	Botswana		10	10	0	20
26	Glass Ceilings - Bulawayo	16-Oct-09	Zimbabwe	NUST/IFJ	16	11	0	27
27	Glass Ceilings - Harare	20-Oct-09	Zimbabwe	UNESCO/MMPZ	7	15	0	22
28	Glass Ceilings Madagascar	29-Oct-09	Madagascar		21	24	0	45
29	Glass Ceilings	2-3 Nov-09	Namibia	PON	1	4		5
<b>GMPS</b>								
30	Team Leaders' Training	5-7 Oct	South Africa		14	19	0	33
31	DRC Monitors training	16-Oct	DRC		2	11	0	13
32	Mauritius Monitors' training	17-Oct	Mauritius		5	5	0	10
33	Zambia Monitors training	17-Oct	Zambia		6	5	0	11

	Workshop	Date	Country	Partner/s	M	F	U	Total
	<b>Beijing+15</b>							
	<b>Face to face discussions</b>							
34	Governance: the best man for the job is a woman	02-Mar	Global		2	5		7
35	Media: equality in an through the media	03-Mar	Global		1	8		9
36	Gender and soccer 2010: score a goal for gender equality	04-Mar	Global		0	3		3
					1	5		6
37	HIV and Aids care work: making care work count	05-Mar	Global		0	3		3
38	GBV: yes we can end gender based violence	08-Mar	Global					
	<b>Cyber dialogues</b>							
39	Governance: the best man for the job is a woman	02-Mar					45	45
40	Media: equality in an through the media	03-Mar					46	46
41	Gender and soccer 2010: score a goal for gender equality	04-Mar					50	50
42	HIV and Aids care work: making care work count	05-Mar					58	58
43	GBV: yes we can end gender based violence	08-Mar					50	50
	<b>Community media</b>							
44	Training of media monitoring monitors	30-31 Mar-09	South Africa		4	3	0	7
	<b>POLICY</b>							
	<b>MAP</b>							
	<b>HIV and AIDS and gender policies in newsrooms</b>							
45	Gender policies facilitators TOT	09-Dec-09	South Africa	N/A	2	5	0	7
46	Radio Dialogue Gender Policy Wkshop	11-Dec-09	Zimbabwe	Radio Dialogue	6	5	0	11
	<b>Gender and media regulation</b>							
47	Media Council of Malawi Gender Code of Ethics Workshop (Reg Authorities)	15-16 Sept-09	Malawi		9	7		16
48	Validation Workshop	04-Sept-09	DRC	HAM	41	13	0	54
	<b>TRAINING</b>							
	<b>BU</b>							
49	Economic report - SADC Protocol	7-9 Sept	DRC	UCOFEM	4	18	0	22
50	Gender and Soccer 2010	7-11 Dec	South Africa		9	11	0	20
	<b>Gender, elections, media</b>							
51	Gender, media and elections newsroom visits	04-Aug	Mozambique	GEMSA Mozambique	2	9	3	14
52	Gender, media and elections media workshop	30-31 July	Mozambique	GEMSA Mozambique	2	13	3	18
53	Mozambique women in politics	6-7 Aug	Mozambique	GEMSA Mozambique	8	25	3	36
54	Media Monitoring Training	17-18 Apr-09	Malawi	GEMMA	3	2		5
55	Namibia Gender, Elections and media (WIP)	29-30 Oct	Namibia		0	26	0	26
56	Namibia Gender, Elections and media (civil society)	3-4 Nov	Namibia		4	9	0	13
57	Namibia Echoes Project evaluation	25-Nov	Namibia	Polytechnic of Namibia	4	2	0	6
	<b>Audit of gender in media training</b>							
58	Working Group Meeting	21-May-09	South Africa		2	7		9
	<b>GMDC</b>							
	<b>Librarians Meeting</b>	05-August - 12			3	9		12

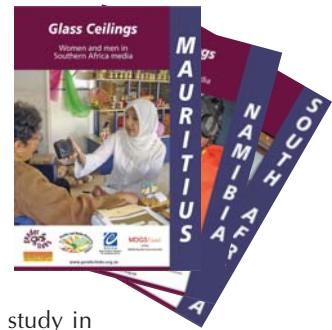
Workshop		Date	Country	Partner/s	M	F	U	Total
	<b>Seminars</b>							
59	Great Debate: Is the personal political?	09-Mar-09	South Africa	SAHRC, Mail and Guardian, Constitution Hill	46	42	43	131
60	Great Debate: Quotas	17-Mar-09	South Africa		7	26	0	33
61	Great Debate: Polygamy	15-Apr-09	South Africa	SAHRC, Mail and Guardian, Constitution Hill and SABC	23	26	51	100
62	Gender, Media and Elections: How did the media perform?	19-May-09	South Africa	Mail and Guardian	21	29		50
63	SABC Glass Ceiling debate	06-Aug-09	South Africa		12	26		38
64	Polygamy "I" Stories launch	17-Sep-09	South Africa	Constitutional hill, CGE	41	60	1	102
65	Governance: the best man for the job is a woman	02-Mar		GL, GMDC	3	11		14
66	Media: equality in and through the media	03-Mar		GL, GMDC	3	5		8
67	Gender and soccer 2010: score a goal for gender equality	04-Mar		GL, GMDC	5	8		13
68	HIV and Aids care work: making care work count	05-Mar		GL, GMDC	11			17
69	GBV: yes we can end gender based violence	08-Mar		GL, GMDC	8			16
	<b>MEDIA WATCH</b>							
	<b>Media literacy</b>							0
70	Regional WIP TOT	19-20 May-09	South Africa	GEMSA	0	10		10
71	Mauritius Workshop for professional woman on Gender Links Commentary and Opinion Service	02-Jun	Mauritius		1	11		12
72	Presentation of Glass Ceilings in Media Houses	04-Aug-09	Mauritius	La Sentinel, Defi-Plus, Mauritius Broadcasting Corporation	8	23		31
73	Meeting with WIN- Media Literacy Course	05-Aug-09	Mauritius	Women in Networking, UNDP	1	7		8
	<b>Media Literacy run by partners</b>							
74	Zambia Media literacy	27-31 Jul-09	Zambia	GEMSA, ZAMCOM	10	10	0	20
75	Swaziland Media Literacy	3-7 Aug-09	Swaziland	GEMSA, UNISWA	9	5	0	14
76	Gauteng Language district Facilitators	26-Aug	South Africa	Gauteng Dept of Education	14	30	11	55
77	Zambia Media lit Graduation	22-Sep	Zambia	GEMSA	24	22	1	47
78	Swaziland Media Lit graduation	22-Sep	Swaziland	GEMSA, UNISWA	11	14	0	25
79	DOE Media Lit	17-Sep	South Africa	Gauteng Dept of Education	12	28	9	49
80	Mauritius WIP	22-Sep	Mauritius	WIN	0	20	0	20
81	Lesotho Media Lit	28 Sept-2 Oct	Lesotho	Institute of Extra-Mural Studies	4	10	0	14
82	DOE Media Lit	28-Oct	South Africa	Gauteng Dept of Education	10	19	0	29
83	Mozambique Media Lit	Oct-Dec	Mozambique	GEMSA	11	9	0	20
84	Lesotho Media Lit graduation	01-Dec	Lesotho	GEMSA	9	19		28
85	Botswana WIP				13	6		19
	<b>Sub total</b>				597	942	394	1933
	<b>GENDER JUSTICE</b>							
	<b>National Action Plan</b>							
86	Taking Stock of 365 days NAP	21-Jan-10	Botswana	WAD	13	30	0	43
	<b>"I" Stories</b>							
87	"I" story follow up				25			25
88	"I" stories-sex worker		Botswana	Nkaikela project	12			12

	Workshop	Date	Country	Partner/s	M	F	U	Total
	<b>Sixteen days planning meetings</b>							
89	Regional planning meeting	8-9 Oct	Regional	GEMSA	29	2		31
90	SA planning meeting			GEMSA	18	4		22
	<b>Cyber dialogues online Chats</b>							
91	CSW- Equal sharing of responsibilities in the context of HIV and AIDS	04-Mar	Global	GEMSA, IWCT, UNIFEM			23	23
92	Gender perspectives of the financial crisis	06-Mar	Global	GEMSA, IWCT, UNIFEM			36	36
93	Equal participation of women and men in decision making at all levels	09-Mar	Global	GEMSA, IWCT, UNIFEM			33	33
94	Sixteen days cyber dialogues				1566	2640	637	4843
	<b>Cyber dialogues Face to face discussions</b>							
95	Botswana	25 Nov-10 Dec		GEMSA, GL	33	108		141
96	DRC	25 Nov-10 Dec		GEMSA, GL	38	118		156
97	Lesotho	25 Nov-10 Dec		GEMSA, GL	17	35		52
98	Madagascar	25 Nov-10 Dec		GEMSA, GL	111	207		318
99	Malawi	25 Nov-10 Dec		GEMSA, GL	74	52		126
100	Mauritius	25 Nov-10 Dec		GEMSA, GL	16	54		70
101	Mozambique	25 Nov-10 Dec		GEMSA, GL	21	29		50
102	Namibia	25 Nov-10 Dec		GEMSA, GL	80	121		201
103	Seychelles	25 Nov-10 Dec		GEMSA, GL	9	24		33
104	South Africa	25 Nov-10 Dec		GEMSA, GL	104	240		344
105	Swaziland	25 Nov-10 Dec		GEMSA, GL	31	48		79
106	Zambia	25 Nov-10 Dec		GEMSA, GL	45	29		74
107	Zimbabwe	25 Nov-10 Dec		GEMSA, GL	56	126		182
	<b>GBV Indicators</b>							
108	GBV Indicators ref group meeting	18-19 May-09			1	13		14
109	Meeting with Stakeholders	03-Aug-09	Mauritius	Ministry of Health,Labour, Women,Social Security,Local Government,Education. Mauritius Research Council, Central Statistics Office, Prime Minister's Office, Police, SOS	7	19		26
110	Botswana GBV Indicators meeting with Stakeholders	21-Sep-09		Femmes, AIDS Unit	7	31		38
111	GBV Indicators field officers training	5-6 Oct-09	South Africa		7	5		12
	<b><i>Sub total</i></b>				2320	3935	729	6984
	<b>GENDER AND GOVERNANCE</b>							
112	Fieldworker s training of trainers	12-Dec	Zimbabwe	UCAZ, ZILGA, UNDP	0	10		10
113	Local government stakeholder meeting				8	12		20
	<b>Local government - Gender action plan workshops</b>							
114	Thaba-Tseka	30 Mar-01 Apr	Lesotho	Ministry of Gender, WLSA, Ministry of local govt	19	24		43
115	Msunduzi gender and local government Gender workshop on Gender audits	25-27 May-09	South Africa		4	24		28
116	Kgalagadi	8-10 June	Botswana	BALA	30	12		42
117	Ghanzi	17-19 June	Botswana	BALA	26	16		42
118	Chobe	6-8 July	Botswana	BALA	19	13		32
119	Francistown	13-15 July	Botswana	BALA	26	16		42
120	Sowa	29-31 July	Botswana	BALA	12	18		30
121	Maun	5-7 Aug	Botswana	BALA	45	16		61

	Workshop	Date	Country	Partner/s	M	F	U	Total
122	EC - Nelson Mandela and Cacadu	11-12 Aug	South Africa	SALGA	4	32		36
123	Curepipe	11-12 Aug	Mauritius		6	13		19
124	EC - Amathole and Chris Hani	13-14 Aug	South Africa	SALGA	7	21		28
125	EC - OR Tambo and UkhalaMba	19-20 Aug	South Africa	SALGA	2	8		10
126	Swakpomund	18-19 Aug	Namibia	ALAN	11	18		29
127	Limpopo - Vhembe	24-25 Aug	South Africa	SALGA	4	7		11
128	FS - Xhariep	25-26 Aug	South Africa	SALGA	12	18		30
129	Black River DC	25-26 Aug	Mauritius		12	13		25
130	Limpopo - Mopani	27-28 Aug	South Africa	SALGA	9	16		25
131	FS - Lejweleputswa	01-Sept	South Africa	SALGA	3	8		11
132	Koes	1-2 Sept	Namibia	ALAN	9	9		18
133	Arandis	7-8 Sept	Namibia	ALAN	11	8		19
134	NW - Dr. Ruth S. Mopani	7-8 Sept	South Africa	SALGA	3	17		20
135	NW - Dr Kenneth Kaunda	10-11 Sept	South Africa	SALGA	6	22		28
136	Otjiwarongo	10-11 Sept	Namibia	ALAN	6	15		21
137	NW - Bojanala Platinum	14-15 Sept	South Africa	SALGA	3	15		18
138	Beau Bassin/ Rose Hill	15-16 Sept	Mauritius		2	13		15
139	NW - Ngaka Modiri Molema	16-17 Sept	South Africa	SALGA	4	10		14
140	Berseba	16-17 Sept	Namibia	ALAN	12	13		25
141	Karasburg	22-23 Sept-09	Namibia	ALAN	5	12		17
142	NC - Namakwa	5-6 Oct	South Africa	SALGA	5	14		19
143	NC - Siyanda	8-9 Oct	South Africa	SALGA	6	8		14
144	Quthing - Tsatsane	13-14 Oct	Lesotho	MGYSR	9	7		16
145	Quthing - Mokotjomela	15-16 Oct	Lesotho	MGYSR	5	5		10
146	Lusaka Province (Chongwe)	14-16 Oct	Zambia	LGAZ	10	2		12
147	WC - Overberg	15-16 Oct	South Africa	SALGA	3	5		8
148	WC - West Coast	19-20 Oct	South Africa	SALGA	3	7		10
149	Quthing - Liphakoe	19-20 Oct	Lesotho	MGYSR	9	9		18
150	Shiselweni region	20-23 Oct	Swaziland		10	13		23
151	Quthing - Matsaseng	21-22 Oct	Lesotho	MGYSR	5	8		13
152	Central Province (Kabwe)	21-23 Oct	Zambia	LGAZ	10	8		18
153	Manzini region	26-29 Oct	Swaziland		13	18		31
154	Berea - Kanana	26-27 Oct	Lesotho	MGYSR	6	8		14
155	Southern Province (Livingstone)	28-30 Oct	Zambia	LGAZ	28	7		35
156	Berea - Phuthiatsana	29-30 Oct	Lesotho	MGYSR	6	7		13
157	Limpopo - Capricorn	29-30 Oct	South Africa	SALGA	5	14		19
158	Limpopo - Sekhukhune	2-3 Nov	South Africa	SALGA	8	15		23
159	Berea - Thuathe	2-3 Nov	Lesotho	MGYSR	6	10		16
160	Limpopo - Sekhukhune District	2-3 Nov	South Africa	SALGA	8	14		22
161	Vacoas/Phoenix	3-4 Nov	Mauritius		3	12		15
162	Hohho	3-6 Nov	Mauritius		7	9		16
163	Berea - Malubalube	5-6 Nov	Lesotho	MGYSR	8	9		17
164	WC - Cape Winelands District Municipality	5-6 Nov	SA	SALGA	6	30		36
165	Lubombo	9-12 Nov	Swaziland		12	5		17
166	Pamplemousse/Riviere du Rempart	10-11 Nov	Mauritius		10	12		22
167	NC - Pixley ka Seme District Municipality	10-11 Nov	SA	SALGA	13	9		22
168	Port Louis	12-13 Nov	Mauritius		2	24		26
169	NC - Frances Baard and JT Gaetsewe District Municipality	12-13 Nov	SA	SALGA	12	17		29
170	Grand Port/Savanne	17-18 Nov	Mauritius		7	5		12
171	Limpopo - Waterberg District	5-6 Nov	South Africa	SALGA	8	15		23

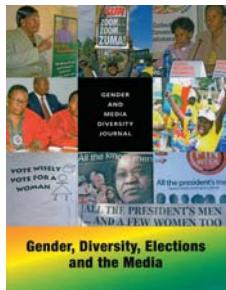
	Workshop	Date	Country	Partner/s	M	F	U	Total
172	KZN - Sisonke District	19-20 Nov	South Africa	SALGA	6	2		8
173	KZN - Ugu District	23-24 Nov	South Africa	SALGA	5	21		26
174	Alfred Nzo District	26-27 Nov	South Africa	SALGA	9	7		16
175	Moka/Flacq	12-13 Jan	Mauritius	Police	6	12		18
176	Eastern Province	13-15 Jan	Zambia	LGAZ	10	20		30
177	Quartre Bornes	21-22 Jan	Mauritius	Police	1	15		16
178	Witvlei	21-22 Jan	Namibia	ALAN/ NALAO	7	12		19
179	Northern Province	27-29 Jan	Zambia	LGAZ	10	27		37
180	Gobabis	2-3 Feb	Namibia	ALAN/ NALAO	9	11		20
181	Mariental	8-9 Feb	Namibia	ALAN/NALAO	6	8		14
182	Luapula Province	10-12 Feb	Zambia	LGAZ	16	3		19
183	Rebobotsh	11-12 Feb	Namibia	ALAN/NALAO	10	13		23
184	Mankayane Town Board	11-12 Feb	Swaziland		1	4		5
185	Western Province	17-19 Feb	Zambia	LGAZ	16	4		20
186	Nhlangano Town Council	24-25 Feb	Swaziland		2	4		6
187	Gender and Local Government workshop South East District	3-5 Feb	Botswana	BALA	32	24	4	60
188	Gender and Local Government workshop Selebi Phikwe	9-11 Feb	Botswana	BALA	21	10	6	37
	<b>Village workshops</b>							0
189	Village workshop - Namakwa	07-Oct	South Africa		1	4		5
190	Village workshop - SCAT	21-Oct	South Africa		1	6		7
191	Village workshop - Khayalithsa	24-Oct	South Africa		34	17		51
192	WC - Matzikama Local Municipality SADC Protocol workshop and backstopping	25-Nov	SA	West Coast District Municipality	8	20		28
193	Montague Village SADC village level workshop	26-Nov-09	SA	Langeberg Municipality	7	7		14
	<b>Empowering women decision-makers</b>							0
194	Matebeng, Qacha's Nek	9-10 Feb	Lesotho		0	19		19
195	Mapholaneng, Mokhotlong	16-17 Feb	Lesotho		1	28		29
196	Seshoto, Leribe	22-23 Feb	Lesotho		0	19		19
	<b>Gender and Local Govt Research and Strategy</b>							
197	Launch of At the Coalface - Swaziland	13-July	Swaziland	Gender Unit	44	29		73
198	Local government gender strategy workshop	13-16 July	Swaziland	Gender Unit	20	26		46
199	Women chairpersons empowerment/ TOT workshop	1-5 Feb	Zimbabwe	ZILGA	0	142		142
200	Local government gender strategy workshop	03-Feb	Zimbabwe	ZILGA	2	10		12
201	Local government gender strategy workshop	23-26 Feb	Madagascar		4	27		31
	<b>Sub total</b>				852	1326	10	2188
	<b>ADVISORY SERVICES</b>							
	<b>City of Johannesburg</b>							
202	COJ - Capacity building for Gender focal points	8-10 June-09	South Africa		3	13		16
203	COJ - Capacity building for Gender focal points	17-19 June-09	South Africa		4	17		21
	<b>Sub total</b>				7	30	0	37
	<b>Total Yr 2009</b>				3417	1961	2717	8095
	<b>Total Yr 2010</b>				3823	6423	1639	11885
	<b>Percentage Yr 2009</b>				36%	64%		
	<b>Percentage Yr 2010</b>				37%	63%		

# ANNEX B: GL PUBLICATIONS REPORT



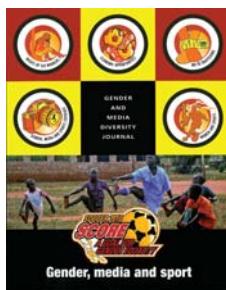
## Glass Ceilings Women and men in Southern Africa media

The 'Glass Ceilings: Women and Men in Southern African Media' study is the most comprehensive audit ever undertaken of women and men in Southern African media houses. Spanning 14 countries over a year starting in July 2008, GL conducted the study in partnership with a network of researchers, gender and media activists and partners in the Gender and Media Southern Africa (GEMSA) network as well as the Gender and Media Diversity Centre (GMDC). The research covered media houses (as opposed to newsrooms) in countries in the Southern African Development Community (SADC) - Botswana, Democratic Republic of Congo (DRC), Lesotho, Madagascar, Malawi, Mauritius, Mozambique, Namibia, Seychelles, South Africa, Swaziland, Tanzania, Zambia and Zimbabwe - except Angola. The Glass Ceilings report is accompanied by a CD ROM with country reports.



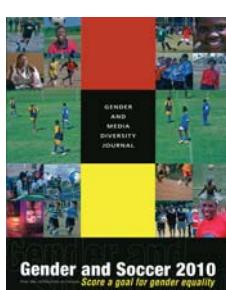
## The Southern African Media Diversity Journal: Issue 6

This issue of the Gender and Media Diversity Journal looks at the diverse perspectives of the media landscape in Southern Africa, at a time when five of the region's countries are holding elections namely South Africa, Malawi, Namibia, Mozambique and Mauritius which is holding local government elections. Added to this, there is the signing of the Protocol on Gender Development by the majority of the Southern African development Community (SADC). The issue looks at what the implications of this protocol are and is enriched by views from the rest of Africa and other regions of the world which aims to stimulate debate on media diversity broadly, and the gender dimensions of this specifically.



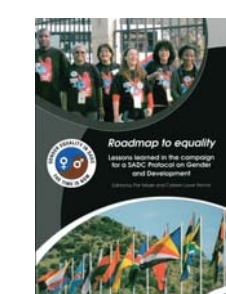
## The Southern African Media Diversity Journal: Issue 7

From 11 June to 11 July 2010, South Africa will host the FIFA World Cup. An estimated 2.7 million spectators will watch the global mega-event's 64 matches played around the country. And when the final is shown, a television audience of up to 28 billion people will have their eyes on South Africa. One of the most popular sports in the world, known both as soccer and football, the "beautiful game," is at the centre of the region's agenda right now. As a matter of coincidence, at the same time this issue of the Gender and Media Diversity Journal was being conceptualised, the media frenzy about 18-year old 800-metre runner Caster Semenya's "gender test" burst onto the global sporting stage. This solidified the urgent need for more dialogue around gender, sport, and the media.



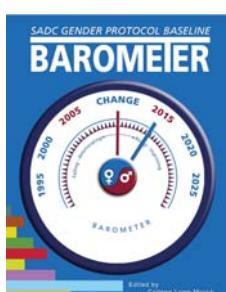
## The Southern African Media Diversity Journal: Issue 8

The upcoming month-long sports event to be held in South Africa this coming June to July, has captured the attention of the Southern African region as a whole. The event has the potential to offer women and men in the region opportunities to participate in and access a range of economic opportunities as well as to ensure a social legacy from 2010. This Journal centres on gender and sport, focusing on the possibilities and problems associated with the mega event. Focus is only on World Cup 2010, the event. It strives to provide a "view from the ground", on how the event is, or isn't, affecting people from different walks of life.



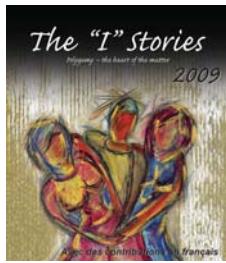
## Roadmap to equality Lessons learned in the campaign for a SADC Protocol on Gender and Development

This handbook is the collaborative reflection of members of the NGO Alliance that campaigned for the historic adoption of the Southern African Protocol on Gender and Development in August 2008. The Southern African Gender Protocol Alliance vision is of a region in which women and men are equal in all spheres. The Alliance promotes and facilitates the creation of gender equity and equality through lobbying and advocacy towards the achievement of the 28 targets of the SADC Protocol on Gender and Development by 2015.



## SADC Gender Protocol Baseline Barometer

While there has been some visible progress in attaining gender equality in the 15 countries of the SADC Community, notably in education and political decision making; there is still a long way to go to achieve the 28 targets of the SADC Protocol on Gender and Development. In August 2008, Heads of State of the Southern African Development Community adopted the ground-breaking SADC Protocol on Gender and Development. This followed a concerted campaign by NGOs under the umbrella of the Southern Africa Gender Protocol Alliance. Although by the 2009 summit, 3 countries had still not yet signed, and none had ratified the Protocol, the clock is ticking to 2015 when governments have 28 targets that they will have to account for. In keeping with the Alliance slogan: "The Time is Now", this baseline Barometer provides a wealth of data against which progress will be measured by all those who cherish democracy in the region. Whilst there are several challenges, the successes to date strengthen our view that change is possible.



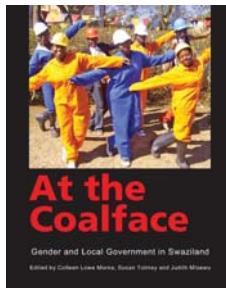
### The "I" Story - Polygamy ~ the heart of the matter

The "I" Stories is a project of GL, in collaboration with partnering organisations, to share first hand accounts of women and men on gender issues. Annually, GL produces "I" Stories from survivors of gender violence for 16 Days of Activism. This current collection - Polygamy: The heart of the matter - is the first of its kind, sharing stories and insights from women, men and children of polygamous marriages. The first section of the book shares stories from writers questioning culture; the second section focuses on multiple wives; the third section includes stories of growing up in polygamous homes; the last section shares stories of gender violence; with the final two stories of the book being account from women who contracted HIV in polygamous relationships.



### Botswana Local Government Gender Action Plan Training Manual

The Local Government Gender Action Plan Manual is a product of the Training of Trainer (TOT) workshop that took place in Johannesburg in February 2009. The workshop brought together representatives of gender and local government ministries, local government authorities, associations of local government and civil society, from the three case study countries of the GL study: At the Coalface, Gender and Local Government. The Botswana manual is designed as a complement to the Local Government Gender Strategy developed in February 2009 and provides the tools for understanding what gender mainstreaming is; why it is important; and how to go about developing a gender action plan.



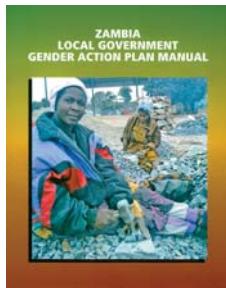
### At the Coalface, Gender and Local Government in Swaziland

This report is part of the second phase of At the Coalface: Gender and Local Government in Southern Africa which aims to extend research on gender and local government carried out in Lesotho, Mauritius, Namibia and South Africa to all of the Southern African Development Community (SADC) countries. 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 constituency system at the local level but adopted a system of reserved seats for women that are rotated with every new election is pertinent to Swaziland which has a similar electoral system. With 58% women in local government, Lesotho is living proof that change is possible.



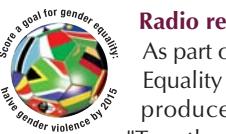
### Swaziland Local Government Gender Action Plan Training Manual

The Local Government Gender Action Plan Manual is a product of the Training of Trainer (TOT) workshop that took place in Johannesburg in February 2009. The workshop brought together representatives of gender and local government ministries, local government authorities, associations of local government and civil society from the three case study countries of the GL study: At the Coalface, Gender and Local Government. The Swaziland manual is designed as a complement to the Draft National Gender Policy and provides the tools for understanding what gender mainstreaming is; why it is important; and how to go about developing a gender action plan.



### Zambia Local Government Gender Action Plan Training Manual

The Local Government Gender Action Plan Manual is a product of the Training of Trainer (TOT) workshop that took place in Johannesburg in February 2009. The workshop brought together representatives of gender and local government ministries, local government authorities, associations of local government and civil society from the three case study countries of the GL study: At the Coalface, Gender and Local Government. The Zambia manual is designed as a complement to the Local Government Gender Strategy developed in February 2009 and provides the tools for understanding what gender mainstreaming is; why it is important; and how to go about developing a gender action plan.



### Radio resources

As part of the Soccer 2010 Score a Goal for Gender Equality campaign to fight against human trafficking produced three radio spots, under the banner

"Together we can end human trafficking". These radio spots addressed various aspects of human trafficking, and provide information on resources of where to go to report cases of trafficking. Spots produced are entitled "False Promises, Know the Facts" and "Taxi Driver". These were produced in 12 languages including English; Afrikaans; Chichewa; French; Nyanja; Portuguese; Sesotho; Setswana; Shona; Siswati; Shangaan and Zulu. The radio programmes will broadcast by community and mainstream radio stations across Southern Africa. These programmes are available on CD in 12 languages with an accompanying presenters guide in three languages which are English, French and Portuguese.



### Roadmap to Equality: Voices and Views radio programmes

Roadmap to Equality: Voices and Views is a 10-part series of radio reports that includes voices and perspectives on gender equality from across Southern Africa. The series provides an international perspective with local relevance. GL working with the SADC Gender Protocol Alliance produced these radio resources as part of their campaign around the SADC Protocol on Gender and Development - encourage local action for ratification and advocating for countries who have not signed to do so. The package includes:

- A series of 10 radio segments.
- Brief summary of each segment.
- Potential questions for call in shows and panelists.
- Topics for more in-depth reporting and discussions.
- Tips for talk shows.
- Country information and contacts to localise your show.
- Background information.



# **VISION AND MISSION**

## **GENDER LINKS FOR EQUALITY AND JUSTICE**

### **VISION**

GL is committed to a region in which women and men are able to participate equally in all aspects of public and private life in accordance with the provisions of the Southern African Development Community (SADC) Protocol on Gender and Development.

### **MISSION**

GL achieves its vision by co-ordinating the work of the Southern African Gender Protocol Alliance formed around the sub-regional instrument that brings together all key African and global commitments for achieving gender equality. The annual barometer produced by the Alliance measures progress by governments against the 28 targets for the attainment of gender equality by 2015. GL has integrated these targets into its three core, closely linked programme areas: the 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.
- Develop policies and 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.
- Responding to requests for assistance through the advisory services portfolio.
- Monitoring and evaluating progress using appropriate regional and international instruments.



9 Derrick Avenue, Cyrildene, Johannesburg, 2198 South Africa  
Phone: 27 (11) 622 287 • Fax: 27 (11) 622 4732  
[www.genderlinks.org.za](http://www.genderlinks.org.za)



# ANNEX A: WORKSHOP STATISTICS

Workshop		Date	Country	Partner/s	M	F	U	Total
<b>SADC AND GENDER</b>								
1	SADC Gender and Development Protocol Video screening	02-Mar-09	NY USA		1	13		14
2	SADC Protocol Alliance Meeting	15-18 Mar-09	South Africa		2	30	0	32
3	SADC Protocol Alliance Meeting	15-18 Mar-09	South Africa		2	30	0	32
4	Launching of the SADC video - Roadmap to Equality	29-Apr-09	Mauritius	Women In Networking (WIN)	5	33	86	124
5	Delegation from Madagascar - Brainstorming about SADC Protocol and Gender Issues in Mauritius	04-May-09	Mauritius	-	5	1	0	6
6	Research Briefing mtg for the SADC Gender Barometer	21-May-09	South Africa		1	8		9
7	SADC Protocol validation workshop	01-Aug-09	Botswana		0	8	0	8
8	Paper SADC Alliance	03-Sept-09	DRC	SADC CNGO			140	140
9	Launch of Roadmap	03-Sept-09	DRC	SADC CNGO			140	140
10	Launch of Barometer	04-Sept-09	DRC	SADC CNGO			140	140
11	Civil Society Meeting re: Barometer	10-Sept	DRC	UCOFEM	2	15		17
12	Tanzania - SADC Gender Protocol Baseline Barometer validation workshop	11-Sep-09	Tanzania	TGNP	17	3	0	20
13	SADC Protocol validation workshop	20-Oct-09	Zimbabwe	ZWRCN	7	15	0	22
14	Southern Africa pre-Beijing+15 caucus	4-6 Feb-10	South Africa	GEMSA	5	34	0	39
<b><i>Sub total</i></b>					<b>47</b>	<b>190</b>	<b>506</b>	<b>743</b>
<b>GENDER AND MEDIA RESEARCH</b>								
<b>Glass Ceiling</b>								
15	GMDC and Glass Ceiling/ GMPS Researchers Meeting	05-Aug	South Africa	GMDC	7	17		24
16	Glass Ceilings Mozambique	03-Aug-09	Mozambique		9	7		16
17	Mauritius	04-Aug-09	Mauritius	Media Watch Org	7	14	15	36
18	Glass Ceilings SA & regional	06-Aug-09	South Africa		13	20	0	33
19	Glass Ceilings Lesotho	09-Sep-10	Lesotho	MISA	3	15	0	18
20	Glass Ceilings DRC	09-Sep-09	DRC	UCOFEM	5	21	4	30
21	Glass Ceilings Tanzania	10-Sep-09	Tanzania	TGNP	7	22	0	29
22	Glass Ceilings Malawi	17-Sep-09	Malawi		10	6	0	16
23	Glass Ceilings Swaziland	22-Sep-09	Swaziland		6	16	0	22
24	Glass ceilings Zambia	22-Sep-09	Zambia		24	22	1	47
25	Glass ceilings Botswana	22-Sep-09	Botswana		10	10	0	20
26	Glass Ceilings - Bulawayo	16-Oct-09	Zimbabwe	NUST/IFJ	16	11	0	27
27	Glass Ceilings - Harare	20-Oct-09	Zimbabwe	UNESCO/MMPZ	7	15	0	22
28	Glass Ceilings Madagascar	29-Oct-09	Madagascar		21	24	0	45
29	Glass Ceilings	2-3 Nov-09	Namibia	PON	1	4		5
<b>GMPS</b>								
30	Team Leaders' Training	5-7 Oct	South Africa		14	19	0	33
31	DRC Monitors training	16-Oct	DRC		2	11	0	13
32	Mauritius Monitors' training	17-Oct	Mauritius		5	5	0	10
33	Zambia Monitors training	17-Oct	Zambia		6	5	0	11

	Workshop	Date	Country	Partner/s	M	F	U	Total
	<b>Beijing+15</b>							
	<b>Face to face discussions</b>							
34	Governance: the best man for the job is a woman	02-Mar	Global		2	5		7
35	Media: equality in an through the media	03-Mar	Global		1	8		9
36	Gender and soccer 2010: score a goal for gender equality	04-Mar	Global		0	3		3
					1	5		6
37	HIV and Aids care work: making care work count	05-Mar	Global		0	3		3
38	GBV: yes we can end gender based violence	08-Mar	Global					
	<b>Cyber dialogues</b>							
39	Governance: the best man for the job is a woman	02-Mar					45	45
40	Media: equality in an through the media	03-Mar					46	46
41	Gender and soccer 2010: score a goal for gender equality	04-Mar					50	50
42	HIV and Aids care work: making care work count	05-Mar					58	58
43	GBV: yes we can end gender based violence	08-Mar					50	50
	<b>Community media</b>							
44	Training of media monitoring monitors	30-31 Mar-09	South Africa		4	3	0	7
	<b>POLICY</b>							
	<b>MAP</b>							
	<b>HIV and AIDS and gender policies in newsrooms</b>							
45	Gender policies facilitators TOT	09-Dec-09	South Africa	N/A	2	5	0	7
46	Radio Dialogue Gender Policy Wkshop	11-Dec-09	Zimbabwe	Radio Dialogue	6	5	0	11
	<b>Gender and media regulation</b>							
47	Media Council of Malawi Gender Code of Ethics Workshop (Reg Authorities)	15-16 Sept-09	Malawi		9	7		16
48	Validation Workshop	04-Sept-09	DRC	HAM	41	13	0	54
	<b>TRAINING</b>							
	<b>BU</b>							
49	Economic report - SADC Protocol	7-9 Sept	DRC	UCOFEM	4	18	0	22
50	Gender and Soccer 2010	7-11 Dec	South Africa		9	11	0	20
	<b>Gender, elections, media</b>							
51	Gender, media and elections newsroom visits	04-Aug	Mozambique	GEMSA Mozambique	2	9	3	14
52	Gender, media and elections media workshop	30-31 July	Mozambique	GEMSA Mozambique	2	13	3	18
53	Mozambique women in politics	6-7 Aug	Mozambique	GEMSA Mozambique	8	25	3	36
54	Media Monitoring Training	17-18 Apr-09	Malawi	GEMMA	3	2		5
55	Namibia Gender, Elections and media (WIP)	29-30 Oct	Namibia		0	26	0	26
56	Namibia Gender, Elections and media (civil society)	3-4 Nov	Namibia		4	9	0	13
57	Namibia Echoes Project evaluation	25-Nov	Namibia	Polytechnic of Namibia	4	2	0	6
	<b>Audit of gender in media training</b>							
58	Working Group Meeting	21-May-09	South Africa		2	7		9
	<b>GMDC</b>							
	<b>Librarians Meeting</b>	05-August - 12			3	9		12

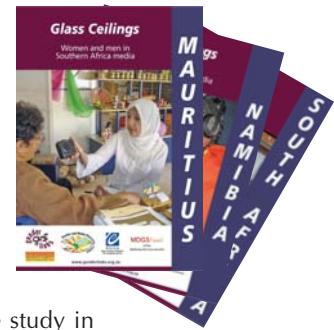
Workshop		Date	Country	Partner/s	M	F	U	Total
	<b>Seminars</b>							
59	Great Debate: Is the personal political?	09-Mar-09	South Africa	SAHRC, Mail and Guardian, Constitution Hill	46	42	43	131
60	Great Debate: Quotas	17-Mar-09	South Africa		7	26	0	33
61	Great Debate: Polygamy	15-Apr-09	South Africa	SAHRC, Mail and Guardian, Constitution Hill and SABC	23	26	51	100
62	Gender, Media and Elections: How did the media perform?	19-May-09	South Africa	Mail and Guardian	21	29		50
63	SABC Glass Ceiling debate	06-Aug-09	South Africa		12	26		38
64	Polygamy "I" Stories launch	17-Sep-09	South Africa	Constitutional hill, CGE	41	60	1	102
65	Governance: the best man for the job is a woman	02-Mar		GL, GMDC	3	11		14
66	Media: equality in and through the media	03-Mar		GL, GMDC	3	5		8
67	Gender and soccer 2010: score a goal for gender equality	04-Mar		GL, GMDC	5	8		13
68	HIV and Aids care work: making care work count	05-Mar		GL, GMDC	11			17
69	GBV: yes we can end gender based violence	08-Mar		GL, GMDC	8			16
	<b>MEDIA WATCH</b>							
	<b>Media literacy</b>							0
70	Regional WIP TOT	19-20 May-09	South Africa	GEMSA	0	10		10
71	Mauritius Workshop for professional woman on Gender Links Commentary and Opinion Service	02-Jun	Mauritius		1	11		12
72	Presentation of Glass Ceilings in Media Houses	04-Aug-09	Mauritius	La Sentinel, Defi-Plus, Mauritius Broadcasting Corporation	8	23		31
73	Meeting with WIN- Media Literacy Course	05-Aug-09	Mauritius	Women in Networking, UNDP	1	7		8
	<b>Media Literacy run by partners</b>							
74	Zambia Media literacy	27-31 Jul-09	Zambia	GEMSA, ZAMCOM	10	10	0	20
75	Swaziland Media Literacy	3-7 Aug-09	Swaziland	GEMSA, UNISWA	9	5	0	14
76	Gauteng Language district Facilitators	26-Aug	South Africa	Gauteng Dept of Education	14	30	11	55
77	Zambia Media lit Graduation	22-Sep	Zambia	GEMSA	24	22	1	47
78	Swaziland Media Lit graduation	22-Sep	Swaziland	GEMSA, UNISWA	11	14	0	25
79	DOE Media Lit	17-Sep	South Africa	Gauteng Dept of Education	12	28	9	49
80	Mauritius WIP	22-Sep	Mauritius	WIN	0	20	0	20
81	Lesotho Media Lit	28 Sept-2 Oct	Lesotho	Institute of Extra-Mural Studies	4	10	0	14
82	DOE Media Lit	28-Oct	South Africa	Gauteng Dept of Education	10	19	0	29
83	Mozambique Media Lit	Oct-Dec	Mozambique	GEMSA	11	9	0	20
84	Lesotho Media Lit graduation	01-Dec	Lesotho	GEMSA	9	19		28
85	Botswana WIP				13	6		19
	<b>Sub total</b>				597	942	394	1933
	<b>GENDER JUSTICE</b>							
	<b>National Action Plan</b>							
86	Taking Stock of 365 days NAP	21-Jan-10	Botswana	WAD	13	30	0	43
	<b>"I" Stories</b>							
87	"I" story follow up				25			25
88	"I" stories-sex worker		Botswana	Nkaikela project	12			12

	Workshop	Date	Country	Partner/s	M	F	U	Total
	<b>Sixteen days planning meetings</b>							
89	Regional planning meeting	8-9 Oct	Regional	GEMSA	29	2		31
90	SA planning meeting			GEMSA	18	4		22
	<b>Cyber dialogues online Chats</b>							
91	CSW- Equal sharing of responsibilities in the context of HIV and AIDS	04-Mar	Global	GEMSA, IWCT, UNIFEM			23	23
92	Gender perspectives of the financial crisis	06-Mar	Global	GEMSA, IWCT, UNIFEM			36	36
93	Equal participation of women and men in decision making at all levels	09-Mar	Global	GEMSA, IWCT, UNIFEM			33	33
94	Sixteen days cyber dialogues				1566	2640	637	4843
	<b>Cyber dialogues Face to face discussions</b>							
95	Botswana	25 Nov-10 Dec		GEMSA, GL	33	108		141
96	DRC	25 Nov-10 Dec		GEMSA, GL	38	118		156
97	Lesotho	25 Nov-10 Dec		GEMSA, GL	17	35		52
98	Madagascar	25 Nov-10 Dec		GEMSA, GL	111	207		318
99	Malawi	25 Nov-10 Dec		GEMSA, GL	74	52		126
100	Mauritius	25 Nov-10 Dec		GEMSA, GL	16	54		70
101	Mozambique	25 Nov-10 Dec		GEMSA, GL	21	29		50
102	Namibia	25 Nov-10 Dec		GEMSA, GL	80	121		201
103	Seychelles	25 Nov-10 Dec		GEMSA, GL	9	24		33
104	South Africa	25 Nov-10 Dec		GEMSA, GL	104	240		344
105	Swaziland	25 Nov-10 Dec		GEMSA, GL	31	48		79
106	Zambia	25 Nov-10 Dec		GEMSA, GL	45	29		74
107	Zimbabwe	25 Nov-10 Dec		GEMSA, GL	56	126		182
	<b>GBV Indicators</b>							
108	GBV Indicators ref group meeting	18-19 May-09			1	13		14
109	Meeting with Stakeholders	03-Aug-09	Mauritius	Ministry of Health,Labour, Women,Social Security,Local Government,Education. Mauritius Research Council, Central Statistics Office, Prime Minister's Office, Police, SOS	7	19		26
110	Botswana GBV Indicators meeting with Stakeholders	21-Sep-09		Femmes, AIDS Unit	7	31		38
111	GBV Indicators field officers training	5-6 Oct-09	South Africa		7	5		12
	<b><i>Sub total</i></b>				2320	3935	729	6984
	<b>GENDER AND GOVERNANCE</b>							
112	Fieldworker s training of trainers	12-Dec	Zimbabwe	UCAZ, ZILGA, UNDP	0	10		10
113	Local government stakeholder meeting				8	12		20
	<b>Local government - Gender action plan workshops</b>							
114	Thaba-Tseka	30 Mar-01 Apr	Lesotho	Ministry of Gender, WLSA, Ministry of local govt	19	24		43
115	Msunduzi gender and local government Gender workshop on Gender audits	25-27 May-09	South Africa		4	24		28
116	Kgalagadi	8-10 June	Botswana	BALA	30	12		42
117	Ghanzi	17-19 June	Botswana	BALA	26	16		42
118	Chobe	6-8 July	Botswana	BALA	19	13		32
119	Francistown	13-15 July	Botswana	BALA	26	16		42
120	Sowa	29-31 July	Botswana	BALA	12	18		30
121	Maun	5-7 Aug	Botswana	BALA	45	16		61

	Workshop	Date	Country	Partner/s	M	F	U	Total
122	EC - Nelson Mandela and Cacadu	11-12 Aug	South Africa	SALGA	4	32		36
123	Curepipe	11-12 Aug	Mauritius		6	13		19
124	EC - Amathole and Chris Hani	13-14 Aug	South Africa	SALGA	7	21		28
125	EC - OR Tambo and UkhalaMba	19-20 Aug	South Africa	SALGA	2	8		10
126	Swakpomund	18-19 Aug	Namibia	ALAN	11	18		29
127	Limpopo - Vhembe	24-25 Aug	South Africa	SALGA	4	7		11
128	FS - Xhariep	25-26 Aug	South Africa	SALGA	12	18		30
129	Black River DC	25-26 Aug	Mauritius		12	13		25
130	Limpopo - Mopani	27-28 Aug	South Africa	SALGA	9	16		25
131	FS - Lejweleputswa	01-Sept	South Africa	SALGA	3	8		11
132	Koes	1-2 Sept	Namibia	ALAN	9	9		18
133	Arandis	7-8 Sept	Namibia	ALAN	11	8		19
134	NW - Dr. Ruth S. Mopani	7-8 Sept	South Africa	SALGA	3	17		20
135	NW - Dr Kenneth Kaunda	10-11 Sept	South Africa	SALGA	6	22		28
136	Otjiwarongo	10-11 Sept	Namibia	ALAN	6	15		21
137	NW - Bojanala Platinum	14-15 Sept	South Africa	SALGA	3	15		18
138	Beau Bassin/ Rose Hill	15-16 Sept	Mauritius		2	13		15
139	NW - Ngaka Modiri Molema	16-17 Sept	South Africa	SALGA	4	10		14
140	Berseba	16-17 Sept	Namibia	ALAN	12	13		25
141	Karasburg	22-23 Sept-09	Namibia	ALAN	5	12		17
142	NC - Namakwa	5-6 Oct	South Africa	SALGA	5	14		19
143	NC - Siyanda	8-9 Oct	South Africa	SALGA	6	8		14
144	Quthing - Tsatsane	13-14 Oct	Lesotho	MGYSR	9	7		16
145	Quthing - Mokotjomela	15-16 Oct	Lesotho	MGYSR	5	5		10
146	Lusaka Province (Chongwe)	14-16 Oct	Zambia	LGAZ	10	2		12
147	WC - Overberg	15-16 Oct	South Africa	SALGA	3	5		8
148	WC - West Coast	19-20 Oct	South Africa	SALGA	3	7		10
149	Quthing - Liphakoe	19-20 Oct	Lesotho	MGYSR	9	9		18
150	Shiselweni region	20-23 Oct	Swaziland		10	13		23
151	Quthing - Matsaseng	21-22 Oct	Lesotho	MGYSR	5	8		13
152	Central Province (Kabwe)	21-23 Oct	Zambia	LGAZ	10	8		18
153	Manzini region	26-29 Oct	Swaziland		13	18		31
154	Berea - Kanana	26-27 Oct	Lesotho	MGYSR	6	8		14
155	Southern Province (Livingstone)	28-30 Oct	Zambia	LGAZ	28	7		35
156	Berea - Phuthiatsana	29-30 Oct	Lesotho	MGYSR	6	7		13
157	Limpopo - Capricorn	29-30 Oct	South Africa	SALGA	5	14		19
158	Limpopo - Sekhukhune	2-3 Nov	South Africa	SALGA	8	15		23
159	Berea - Thuathe	2-3 Nov	Lesotho	MGYSR	6	10		16
160	Limpopo - Sekhukhune District	2-3 Nov	South Africa	SALGA	8	14		22
161	Vacoas/Phoenix	3-4 Nov	Mauritius		3	12		15
162	Hohho	3-6 Nov	Mauritius		7	9		16
163	Berea - Malubalube	5-6 Nov	Lesotho	MGYSR	8	9		17
164	WC - Cape Winelands District Municipality	5-6 Nov	SA	SALGA	6	30		36
165	Lubombo	9-12 Nov	Swaziland		12	5		17
166	Pamplemousse/Riviere du Rempart	10-11 Nov	Mauritius		10	12		22
167	NC - Pixley ka Seme District Municipality	10-11 Nov	SA	SALGA	13	9		22
168	Port Louis	12-13 Nov	Mauritius		2	24		26
169	NC - Frances Baard and JT Gaetsewe District Municipality	12-13 Nov	SA	SALGA	12	17		29
170	Grand Port/Savanne	17-18 Nov	Mauritius		7	5		12
171	Limpopo - Waterberg District	5-6 Nov	South Africa	SALGA	8	15		23

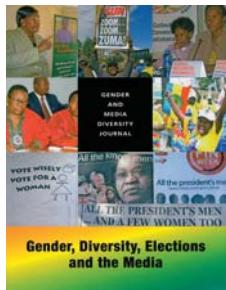
	Workshop	Date	Country	Partner/s	M	F	U	Total
172	KZN - Sisonke District	19-20 Nov	South Africa	SALGA	6	2		8
173	KZN - Ugu District	23-24 Nov	South Africa	SALGA	5	21		26
174	Alfred Nzo District	26-27 Nov	South Africa	SALGA	9	7		16
175	Moka/Flacq	12-13 Jan	Mauritius	Police	6	12		18
176	Eastern Province	13-15 Jan	Zambia	LGAZ	10	20		30
177	Quartre Bornes	21-22 Jan	Mauritius	Police	1	15		16
178	Witvlei	21-22 Jan	Namibia	ALAN/ NALAO	7	12		19
179	Northern Province	27-29 Jan	Zambia	LGAZ	10	27		37
180	Gobabis	2-3 Feb	Namibia	ALAN/ NALAO	9	11		20
181	Mariental	8-9 Feb	Namibia	ALAN/NALAO	6	8		14
182	Luapula Province	10-12 Feb	Zambia	LGAZ	16	3		19
183	Rebobotsh	11-12 Feb	Namibia	ALAN/NALAO	10	13		23
184	Mankayane Town Board	11-12 Feb	Swaziland		1	4		5
185	Western Province	17-19 Feb	Zambia	LGAZ	16	4		20
186	Nhlangano Town Council	24-25 Feb	Swaziland		2	4		6
187	Gender and Local Government workshop South East District	3-5 Feb	Botswana	BALA	32	24	4	60
188	Gender and Local Government workshop Selebi Phikwe	9-11 Feb	Botswana	BALA	21	10	6	37
	<b>Village workshops</b>							0
189	Village workshop - Namakwa	07-Oct	South Africa		1	4		5
190	Village workshop - SCAT	21-Oct	South Africa		1	6		7
191	Village workshop - Khayalithsa	24-Oct	South Africa		34	17		51
192	WC - Matzikama Local Municipality SADC Protocol workshop and backstopping	25-Nov	SA	West Coast District Municipality	8	20		28
193	Montague Village SADC village level workshop	26-Nov-09	SA	Langeberg Municipality	7	7		14
	<b>Empowering women decision-makers</b>							0
194	Matebeng, Qacha's Nek	9-10 Feb	Lesotho		0	19		19
195	Mapholaneng, Mokhotlong	16-17 Feb	Lesotho		1	28		29
196	Seshoto, Leribe	22-23 Feb	Lesotho		0	19		19
	<b>Gender and Local Govt Research and Strategy</b>							
197	Launch of At the Coalface - Swaziland	13-July	Swaziland	Gender Unit	44	29		73
198	Local government gender strategy workshop	13-16 July	Swaziland	Gender Unit	20	26		46
199	Women chairpersons empowerment/ TOT workshop	1-5 Feb	Zimbabwe	ZILGA	0	142		142
200	Local government gender strategy workshop	03-Feb	Zimbabwe	ZILGA	2	10		12
201	Local government gender strategy workshop	23-26 Feb	Madagascar		4	27		31
	<b>Sub total</b>				852	1326	10	2188
	<b>ADVISORY SERVICES</b>							
	<b>City of Johannesburg</b>							
202	COJ - Capacity building for Gender focal points	8-10 June-09	South Africa		3	13		16
203	COJ - Capacity building for Gender focal points	17-19 June-09	South Africa		4	17		21
	<b>Sub total</b>				7	30	0	37
	<b>Total Yr 2009</b>				3417	1961	2717	8095
	<b>Total Yr 2010</b>				3823	6423	1639	11885
	<b>Percentage Yr 2009</b>				36%	64%		
	<b>Percentage Yr 2010</b>				37%	63%		

# ANNEX B: GL PUBLICATIONS REPORT



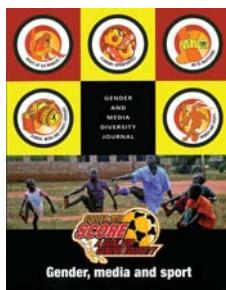
## Glass Ceilings Women and men in Southern Africa media

The 'Glass Ceilings: Women and Men in Southern African Media' study is the most comprehensive audit ever undertaken of women and men in Southern African media houses. Spanning 14 countries over a year starting in July 2008, GL conducted the study in partnership with a network of researchers, gender and media activists and partners in the Gender and Media Southern Africa (GEMSA) network as well as the Gender and Media Diversity Centre (GMDC). The research covered media houses (as opposed to newsrooms) in countries in the Southern African Development Community (SADC) - Botswana, Democratic Republic of Congo (DRC), Lesotho, Madagascar, Malawi, Mauritius, Mozambique, Namibia, Seychelles, South Africa, Swaziland, Tanzania, Zambia and Zimbabwe - except Angola. The Glass Ceilings report is accompanied by a CD ROM with country reports.



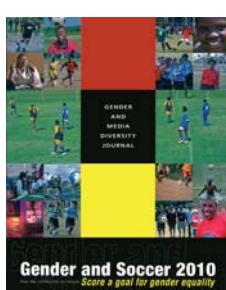
## The Southern African Media Diversity Journal: Issue 6

This issue of the Gender and Media Diversity Journal looks at the diverse perspectives of the media landscape in Southern Africa, at a time when five of the region's countries are holding elections namely South Africa, Malawi, Namibia, Mozambique and Mauritius which is holding local government elections. Added to this, there is the signing of the Protocol on Gender Development by the majority of the Southern African development Community (SADC). The issue looks at what the implications of this protocol are and is enriched by views from the rest of Africa and other regions of the world which aims to stimulate debate on media diversity broadly, and the gender dimensions of this specifically.



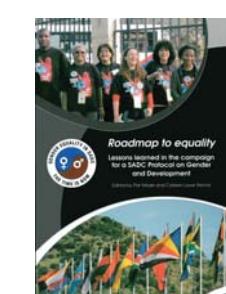
## The Southern African Media Diversity Journal: Issue 7

From 11 June to 11 July 2010, South Africa will host the FIFA World Cup. An estimated 2.7 million spectators will watch the global mega-event's 64 matches played around the country. And when the final is shown, a television audience of up to 28 billion people will have their eyes on South Africa. One of the most popular sports in the world, known both as soccer and football, the "beautiful game," is at the centre of the region's agenda right now. As a matter of coincidence, at the same time this issue of the Gender and Media Diversity Journal was being conceptualised, the media frenzy about 18-year old 800-metre runner Caster Semenya's "gender test" burst onto the global sporting stage. This solidified the urgent need for more dialogue around gender, sport, and the media.



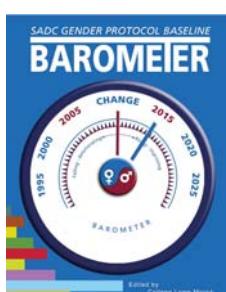
## The Southern African Media Diversity Journal: Issue 8

The upcoming month-long sports event to be held in South Africa this coming June to July, has captured the attention of the Southern African region as a whole. The event has the potential to offer women and men in the region opportunities to participate in and access a range of economic opportunities as well as to ensure a social legacy from 2010. This Journal centres on gender and sport, focusing on the possibilities and problems associated with the mega event. Focus is only on World Cup 2010, the event. It strives to provide a "view from the ground", on how the event is, or isn't, affecting people from different walks of life.



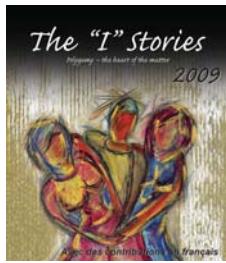
## Roadmap to equality Lessons learned in the campaign for a SADC Protocol on Gender and Development

This handbook is the collaborative reflection of members of the NGO Alliance that campaigned for the historic adoption of the Southern African Protocol on Gender and Development in August 2008. The Southern African Gender Protocol Alliance vision is of a region in which women and men are equal in all spheres. The Alliance promotes and facilitates the creation of gender equity and equality through lobbying and advocacy towards the achievement of the 28 targets of the SADC Protocol on Gender and Development by 2015.



## SADC Gender Protocol Baseline Barometer

While there has been some visible progress in attaining gender equality in the 15 countries of the SADC Community, notably in education and political decision making; there is still a long way to go to achieve the 28 targets of the SADC Protocol on Gender and Development. In August 2008, Heads of State of the Southern African Development Community adopted the ground-breaking SADC Protocol on Gender and Development. This followed a concerted campaign by NGOs under the umbrella of the Southern Africa Gender Protocol Alliance. Although by the 2009 summit, 3 countries had still not yet signed, and none had ratified the Protocol, the clock is ticking to 2015 when governments have 28 targets that they will have to account for. In keeping with the Alliance slogan: "The Time is Now", this baseline Barometer provides a wealth of data against which progress will be measured by all those who cherish democracy in the region. Whilst there are several challenges, the successes to date strengthen our view that change is possible.



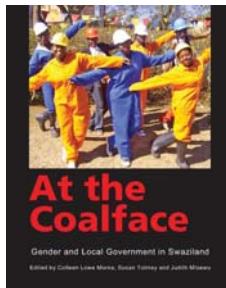
### The "I" Story - Polygamy ~ the heart of the matter

The "I" Stories is a project of GL, in collaboration with partnering organisations, to share first hand accounts of women and men on gender issues. Annually, GL produces "I" Stories from survivors of gender violence for 16 Days of Activism. This current collection - Polygamy: The heart of the matter - is the first of its kind, sharing stories and insights from women, men and children of polygamous marriages. The first section of the book shares stories from writers questioning culture; the second section focuses on multiple wives; the third section includes stories of growing up in polygamous homes; the last section shares stories of gender violence; with the final two stories of the book being account from women who contracted HIV in polygamous relationships.



### Botswana Local Government Gender Action Plan Training Manual

The Local Government Gender Action Plan Manual is a product of the Training of Trainer (TOT) workshop that took place in Johannesburg in February 2009. The workshop brought together representatives of gender and local government ministries, local government authorities, associations of local government and civil society, from the three case study countries of the GL study: At the Coalface, Gender and Local Government. The Botswana manual is designed as a complement to the Local Government Gender Strategy developed in February 2009 and provides the tools for understanding what gender mainstreaming is; why it is important; and how to go about developing a gender action plan.



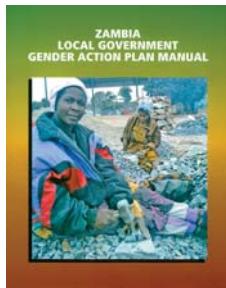
### At the Coalface, Gender and Local Government in Swaziland

This report is part of the second phase of At the Coalface: Gender and Local Government in Southern Africa which aims to extend research on gender and local government carried out in Lesotho, Mauritius, Namibia and South Africa to all of the Southern African Development Community (SADC) countries. 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 constituency system at the local level but adopted a system of reserved seats for women that are rotated with every new election is pertinent to Swaziland which has a similar electoral system. With 58% women in local government, Lesotho is living proof that change is possible.



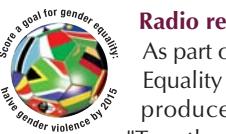
### Swaziland Local Government Gender Action Plan Training Manual

The Local Government Gender Action Plan Manual is a product of the Training of Trainer (TOT) workshop that took place in Johannesburg in February 2009. The workshop brought together representatives of gender and local government ministries, local government authorities, associations of local government and civil society from the three case study countries of the GL study: At the Coalface, Gender and Local Government. The Swaziland manual is designed as a complement to the Draft National Gender Policy and provides the tools for understanding what gender mainstreaming is; why it is important; and how to go about developing a gender action plan.



### Zambia Local Government Gender Action Plan Training Manual

The Local Government Gender Action Plan Manual is a product of the Training of Trainer (TOT) workshop that took place in Johannesburg in February 2009. The workshop brought together representatives of gender and local government ministries, local government authorities, associations of local government and civil society from the three case study countries of the GL study: At the Coalface, Gender and Local Government. The Zambia manual is designed as a complement to the Local Government Gender Strategy developed in February 2009 and provides the tools for understanding what gender mainstreaming is; why it is important; and how to go about developing a gender action plan.



### Radio resources

As part of the Soccer 2010 Score a Goal for Gender Equality campaign to fight against human trafficking produced three radio spots, under the banner

"Together we can end human trafficking". These radio spots addressed various aspects of human trafficking, and provide information on resources of where to go to report cases of trafficking. Spots produced are entitled "False Promises, Know the Facts" and "Taxi Driver". These were produced in 12 languages including English; Afrikaans; Chichewa; French; Nyanja; Portuguese; Sesotho; Setswana; Shona; Siswati; Shangaan and Zulu. The radio programmes will broadcast by community and mainstream radio stations across Southern Africa. These programmes are available on CD in 12 languages with an accompanying presenters guide in three languages which are English, French and Portuguese.



### Roadmap to Equality: Voices and Views radio programmes

Roadmap to Equality: Voices and Views is a 10-part series of radio reports that includes voices and perspectives on gender equality from across Southern Africa. The series provides an international perspective with local relevance. GL working with the SADC Gender Protocol Alliance produced these radio resources as part of their campaign around the SADC Protocol on Gender and Development - encourage local action for ratification and advocating for countries who have not signed to do so. The package includes:

- A series of 10 radio segments.
- Brief summary of each segment.
- Potential questions for call in shows and panelists.
- Topics for more in-depth reporting and discussions.
- Tips for talk shows.
- Country information and contacts to localise your show.
- Background information.



# **VISION AND MISSION**

## **GENDER LINKS FOR EQUALITY AND JUSTICE**

### **VISION**

GL is committed to a region in which women and men are able to participate equally in all aspects of public and private life in accordance with the provisions of the Southern African Development Community (SADC) Protocol on Gender and Development.

### **MISSION**

GL achieves its vision by co-ordinating the work of the Southern African Gender Protocol Alliance formed around the sub-regional instrument that brings together all key African and global commitments for achieving gender equality. The annual barometer produced by the Alliance measures progress by governments against the 28 targets for the attainment of gender equality by 2015. GL has integrated these targets into its three core, closely linked programme areas: the 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.
- Develop policies and 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.
- Responding to requests for assistance through the advisory services portfolio.
- Monitoring and evaluating progress using appropriate regional and international instruments.



9 Derrick Avenue, Cyrildene, Johannesburg, 2198 South Africa

Phone: 27 (11) 622 287 • Fax: 27 (11) 622 4732

[www.genderlinks.org.za](http://www.genderlinks.org.za)

