



for equality and justice

ANNUAL REPORT

MARCH 2011 - FEBRUARY 2012

DRIVING CHANGE



Formed in March 2001, Gender Links (GL) is a Southern African NGO, headquartered in Johannesburg, South Africa that promotes gender equality and justice across the fifteen countries of the region. Described in the 2005 external evaluation as a "small organisation with large footprints" GL took giant footsteps in 2008 with the establishment of a Francophone office in Mauritius, and regional advocacy office in Botswana, headquarters of the Southern African Development Community (SADC).

By March 2012, GL had established a Lusophone base in Mozambique, and offices in Lesotho, Madagascar, Namibia, Swaziland, Zambia and Zimbabwe. The organisation has close to 60 staff, 30% of these men. The 12 - member Board chaired by Dr Muna Ndulo from Zambia comprises ten SADC nationalities, 33% of whom are men.

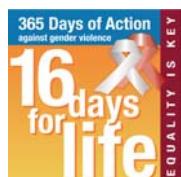
GL is recognised globally for bringing together a coalition of gender NGOs that campaigned for the elevation of the SADC Declaration on Gender and Development into a Protocol with 28 targets to be achieved by 2015. GL coordinates the Southern African Gender Protocol Alliance that brings together national coordinating networks; regional theme clusters and interest groups to lobby for the implementation of the Protocol, Southern Africa's roadmap for achieving MDG 3 - gender equality. GL mainstreams the targets of the Protocol in its three core programme areas - media, governance and justice. GL is also leading a campaign for an addendum to the Protocol on Gender and Climate Change, a cross cutting theme in all its programmes.

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



Following two ground breaking pieces of research on gender and governance, GL is now working with 150 *Centres of Excellence for Gender and Local Government*, to be expanded to 300 by 2015. Learning from the four Gender and Media Summits that showcased good practice in changing gender relations in and through the media, the governance programme has hosted three Gender Justice and Local Government Summits, including (in 2011) six country summits before the regional Summit. As the media and governance programmes work more closely together, GL will in 2013 combine the summits into eight national and one regional Gender Justice Summit.

GL's pioneering work in developing strategic communication campaigns linked to the Sixteen Days of Activism on gender violence has grown to include initiatives to ensure sustained, year-long campaigns for ending gender violence and indicators for measuring the impact of this work. These indicators are being cascaded to local 365 Day Campaigns to end gender violence.



In October 2010 GL won the "Investing in the Future Award" administered by the Mail and Guardian newspaper for its Gender Justice and Local Government Summit. In 2009 GL received the "Top Gender Empowered Government Agency or Parastatal Award" from the Top Women Awards. GL has twice been a finalist in the "Drivers of Change Award - Civil Society Category" administered by the *Mail and Guardian* newspaper and the Southern African Trust.

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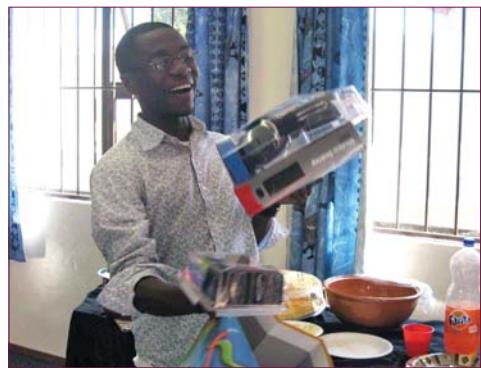


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GL's Vision 2020

GL strives to be:

- An independent, strong, vibrant, principled self-sustaining organisation guiding Southern Africa to a free, democratic region based on equity for all.
- A leading Southern African NGO and globally renowned Centre of Excellence on gender mainstreaming.
- An organisation represented in all the countries of Southern Africa, reaching out to all the corners and villages where the majority of women reside.
- A champion of justice and equality.
- An organisation with deeper roots, so that our foundation stays solid, carrying us into the next twenty years with the strength to weather any external or internal storm.
- An organisation with two wings: not-for-profit; and an income-generating wing.
- A voice for the voiceless; especially women, who constitute the majority of the unemployed, the poor and the dispossessed.



OVERVIEW AND GOVERNANCE

CHAIRPERSON'S REPORT

By Dr Muna Ndulo, Chair of the Gender Links Board



As I write this report, Joyce Banda has just become the first woman President of Malawi, and the first woman in the Southern African Development Community (SADC) to lead her nation. She is choosing the high road - selling off presidential jets and refusing to host the African Union (AU) Heads of State Summit while it shields dictators wanted for war crimes by the International Court of Justice.

In South Africa, Riya Phiyega has just been appointed as the National Police Commissioner - surely a moment as profound for us as the appointment of Phumzile Mlambo-Ngcuka as deputy president, even if only for a nanosecond in political time.

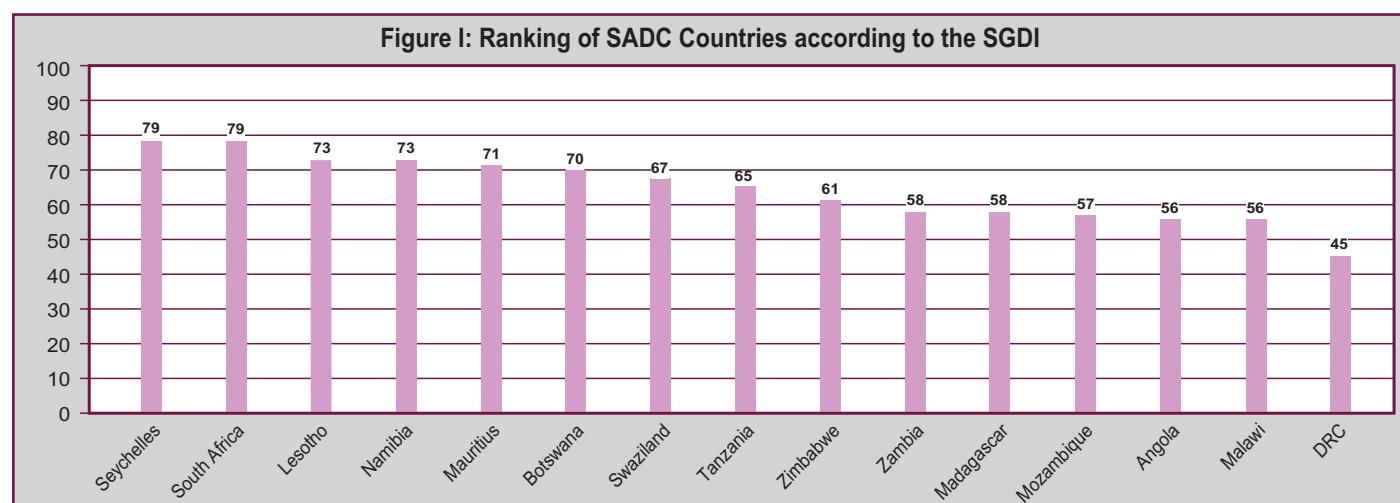
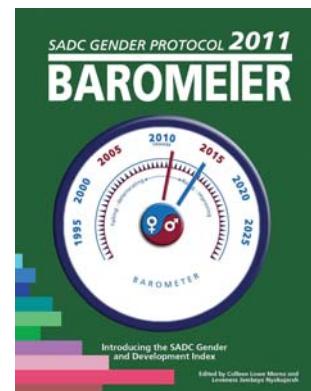
On the other hand, we are witnessing moments of deep push-back by patriarchy. Examples include the Traditional Courts Bill; the fight against gender quotas in African National Congress (ANC) branches; the parading of polygamy since President Jacob Zuma became president and opposition Democratic Alliance leader Helen Zille's peculiar interpretation of female leadership. The vehement sexism and conservatism witnessed first-hand by our Board Member and Editor of City Press Ferial Haffajee during the "Spear" debacle reminds us why the existence of strong institutions to fight for justice and equality is so important.

Though ambitious, the 28 targets of the SADC Protocol on Gender and Development remain a guiding light. Over the last two years, the slogan of the Southern African Gender Protocol Alliance that GL coordinates has progressed from yes we can to **yes we must!**

Count down to 2015 with the SDGI

In 2011, Gender Links and Alliance partners devised the SADC Gender and Development Index or SGDI to measure progress on achieving gender equality. With empirical data on 23 indicators in six sectors, the SGDI puts SADC countries at 64% of where they need to be by 2015. Seychelles, South Africa, Lesotho and Namibia lead the way with Mozambique, Angola, Malawi, and DRC in the bottom four.

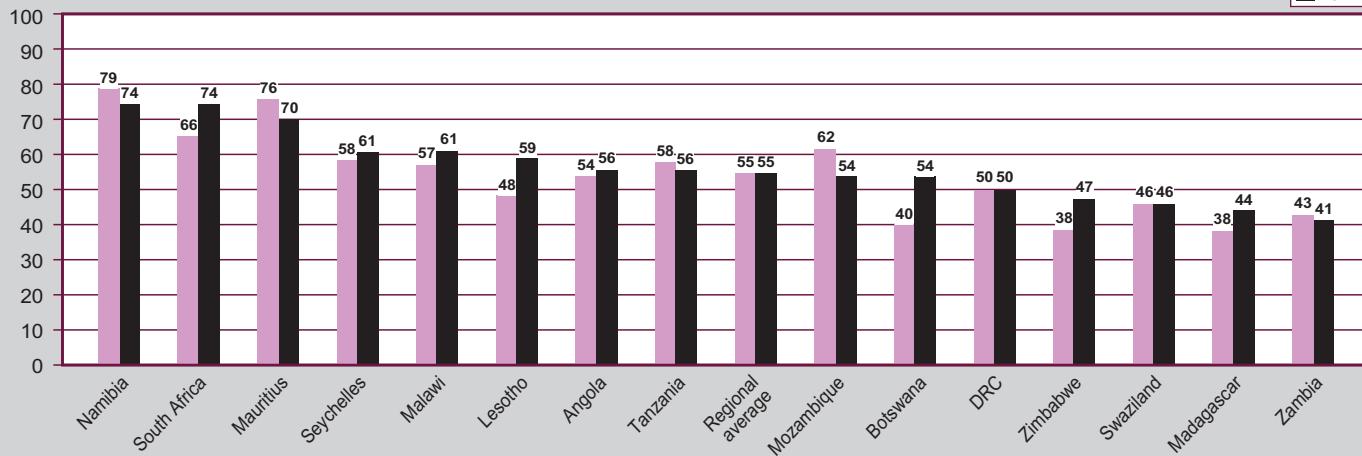
Along with the SGDI is the Citizen Score Card (CSC) based on perceptions, and covering all areas of the Protocol including rights-based measures such as Constitutional and legal rights; gender violence; peace and security missing from the SGDI. Citizens rate their governments at a mere 55% (one percent up from 2010).



Source: 2011 Southern Africa Gender Protocol Barometer, Gender Links.

Figure II: SADC Gender Protocol Citizen Scores by country

2010
2011



Source: 2011 Southern Africa Gender Protocol Barometer, Gender Links.

Figure I and II summarise the findings of the SGDI and the CSC by country. The graphs show that:

- Seychelles, South Africa, Lesotho and Namibia in that order score highest in the SGDI. South Africa, Namibia and Seychelles are also in the top four of the citizen scorecard, but Mauritius replaces Lesotho as a best performer in the eyes of citizens.
- Mozambique, Angola, Malawi and DRC rank last in the SGDI. Citizens, in contrast, place Zimbabwe, Swaziland, Madagascar and Zimbabwe in the bottom four.
- Across the board, citizens score their governments more harshly than the SGDI. For example, Seychelles gets 79% in the SGDI but 61% in the citizen scoring exercise. Overall, the SGDI average score is 64% compared to 55% in the case of the CSC. A significant reason for this difference is that the citizen score card includes gender violence, Constitutional and legal rights, peace and security that are missing from the SGDI. These rights-based considerations are likely to considerably lower scores, and point to the importance of broadening the SGDI in the future.
- Although generally citizen scores have increased or remained the same, in some countries these have

been revised downwards (for example in Namibia, Mauritius and Mozambique).

What these numbers tell us is that that there are cases of one-step forward; two steps backward. For example, in the 2011 elections Zambia experienced a decline in women's political participation at the very moment that governments need to redouble commitment to meet the targets of the Protocol. On the other hand, Mauritius, with 6% women in local government, has adopted a quota for women's representation in the coming elections. This led to the amendment of the Constitution to allow for affirmative action, opening the door for Mauritius to become a signatory to the SADC Gender Protocol.

Extending GL's strategy to 2015

In 2010, GL adopted a strategy to 2013. In the lead up to GL's tenth anniversary in 2011, we had an external evaluation that put forward several recommendations. GL is extending the three-year strategy to 2015: a significant year for gender activists, when there will be need to take stock and reposition. Key thrusts include:

Pillars of the Gender Links Strategy

1. Strategic positioning	Consolidating the Francophone and new Lusophone base; strengthening the new offices and registering one more office in Swaziland giving GL a presence in ten out of 15 SADC countries.
2. Governance	Ensuring that GL has Board Members in all the countries where it has offices.
3. Partnerships and networks	GL is formalising all MOU's with key partners: 100 media houses, 300 councils; over 20 institutional lead agencies in the Southern Africa Gender Protocol Alliance; and a range of media education and development organisations linked to the Gender and Media Diversity Centre (GMDC).
4. Programme of action (POA)	GL's POA has gone from breadth to depth through institutional work at local level and in the media. Management is strengthening synergies between programmes, for example cascading GBV indicators to the local level. Gender and climate change is now a cross cutting programme through the campaign for an addendum to the Protocol on Gender and Climate Change, and training modules in the media and governance work.

5. Institutional growth and development	Country coordinators have become country managers; they are receiving training; staff, infrastructure, and systems to run effective operations outside the head office.
6. Monitoring, evaluation, knowledge and learning	GL has developed sophisticated online M and E systems used to gather a range of data on outputs, outcomes and impact. Buoyed by the DFID PPA grant, GL is linking M and E to knowledge creation and learning through the GMDC, internal learning processes like the Learning Journey, exploring commercial book options, promoting dialogue and debate, as well as joining several DFID related learning groups.
7. Sustainability	GL has developed a four-part strategy that includes 1) a vigorous fund raising campaign, especially at country level 2) Diversification through GL Services and GTI 3) Achieving greater value for money through improved procurement practice and 4) Leveraging through smart partnerships and in-kind support.

Deepening our roots in nine SADC countries



In 2010/2011, GL celebrated its tenth anniversary by opening the Lusophone office of Gender Links in Maputo. The celebrations extended to the Gender Justice and Local Government Summit in South Africa. Further celebrations took place in Botswana; Zambia; Zimbabwe; Namibia; Mauritius and Madagascar.

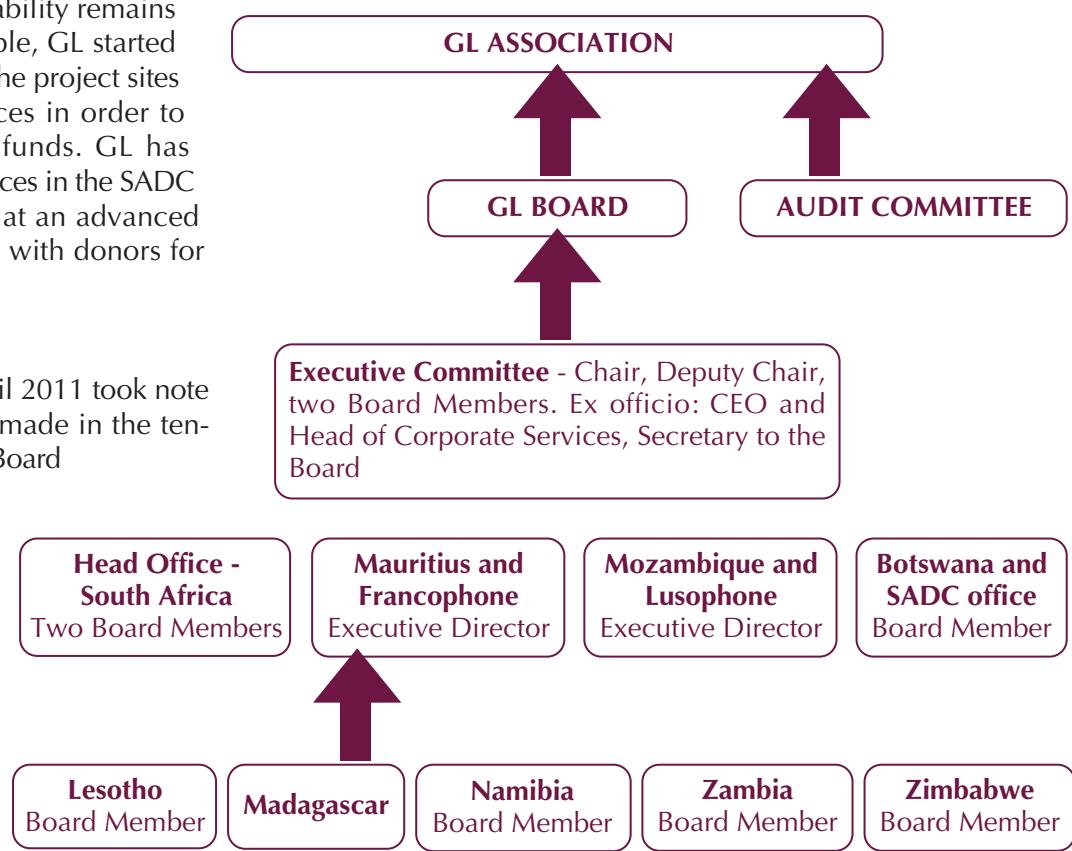
As the demand for the work grows and as it becomes increasingly difficult to access global funds at regional level due to the ripple effects of the economic slump, sustainability remains the key issue. To stay viable, GL started the process of upgrading the project sites to registered branch offices in order to access local in-country funds. GL has registered eight branch offices in the SADC region. Four of these are at an advanced stage of signing contracts with donors for in- country projects.

Strengthening the Board

The Board meeting in April 2011 took note of the recommendations made in the ten-year evaluation regarding Board members serving two four-year terms, and then stepping down for a period before being reappointed. The Board debated the issue of fixed terms but also cautioned the need for continuity and retaining essential skills. As I write, GL is

in the process of updating its Memorandum of Incorporation (MOI) as required by the Companies Act that governs GL in South Africa. Key principles agreed by the Board include:

- Regular renewal without losing expertise: The Board debated the idea of a Founders Board for retiring board members, but then opted to strengthen the two-tier structure of an Association that appoints the Board and reviews appointments annually.
- Having at least one country-based Board Member where GL registers subsidiaries.
- Executive directors in the Francophone and Lusophone offices, to give the muscle and drive required to these language blocks, as well as create strong linkages with the predominantly English speaking countries in SADC.



Against this background, GL appointed four new Board Members in 2011/2012: Rethabile Pholo (Lesotho); Emily Brown (Namibia); Sara Longwe (Zambia) and Benedict Bennett (Swaziland). Ruth Ayisi resigned from the Board, but remains a member of the Association. I thank her on behalf of the Board for her excellent service.



Going green: Board Members Eduardo Namburete and Sara Longwe plant trees at the GL office on Earth Day in Johannesburg.

Photo: Colleen Lowe Morna

As reflected in the brief Board profiles (page 7 and 8) GL now has 12 board members from ten SADC countries. Four out of twelve or 33% are men; this is an improvement on the past and in response to concerns raised in the ten year evaluation. The Board bring to GL a range of backgrounds and skills including media; law; academia; international diplomacy; activism and electoral commissions. The GL Board also has representatives of all the three major language groups of SADC.

The Executive Committee

Exco held four meetings- June, August and November (2010) and February (2011). Exco held one extraordinary meeting in July to address an urgent staff/legal matter. Exco referred two matters to the full Board in November and February - new Board members and the Association; as well as roles and responsibilities of country-based board members. The Chairperson visited GL offices in August and met staff as well as senior managers. Exco and the CEO took forward several other matters by E Mail.

Key governance and institutional outcomes include:

- Rationalisation of all GL entities so that they are accountable to the parent body.
- Four new Board Members; registration of GL in eight countries as well as Terms of Reference and report format for country-based Board Members.
- Oversight of finances and donor matters; fund raising plan and successful raising of funds in three countries - Namibia, Zimbabwe and Mozambique with good prospects in Zambia, Botswana and Lesotho.
- Several donor and fund raising related matters.

Strengthening corporate governance

Guided by the principle that good governance must begin at home, the Board took several measures to strengthen transparency and accountability:

- As required by the Companies Act of South Africa, we have drafted a new Memorandum of Incorporation (MOI) and this is accompanied by Board Regulations.
- We have adopted a Conflict of Interest Policy included in GL's Policies and Regulations.
- We have subscribed to the International Aid Transparency Initiative (IATI) that requires us to post our income and expenditure on the IATI website every quarter.
- GL now has a Green Policy that we seek to mainstream in the way we work as well as our programme work in much the same way as our HIV and AIDS policies as well as our gender policy.

I take this opportunity to thank our partners, the Staff and Board of Gender Links for their tireless work over the last year. Work never betrays the worker. The fruits of our labour will be felt - in a better life for the women and men, boys and girls of our region.

2015: Yes we must!

Yes we must - the time is now!

Dr Muna Ndulo
Chairperson



GL Board Members 2012-2013

Executive Committee



Dr Muna Ndulo - Chairperson - (Zambian, based in the USA) is Professor of Law Cornell University Law School and Director of Cornell University's Institute for African Development. He is also an Honorary Professor of Law, Cape Town University. Former Dean of

Law at the University of Zambia, Dr Ndulo has served in a variety of posts with the United Nations, including political advisor to the head of the United Nations Observer Mission to South Africa (UNOMSA) in the period leading up to and during the 1994 elections in South Africa. He has served at various times as advisor to the African Development Bank (ADB), World Bank, Economic Commission for Africa (ECA), United Nations Development Program (UNDP), National Democratic Institute (NDI), United States Institute for Peace (USIP) and International Development Law Organization (IDLO). In January 2012, in recognition of his scholarly achievements and for his outstanding contributions to African studies, the New York African Studies Association (NY ASA) awarded him the NYASA's 2012 Distinguished Africanist Award.



Scholastica Sylvan Kimaryo - Deputy Chair - (Tanzanian, based in South Africa) has 30 years working experience with the United Nations System; 23 years within the United Nations Children's Fund (UNICEF) and the other seven with the United Nations Development Programme (UNDP).

Whilst in those positions, she served in Botswana, Lesotho, South Africa, Tanzania as well as a stint at the UNICEF New York Headquarters.



Loga Virahsawmy - Executive Director Francophone, (Mauritian, based in Mauritius) is the President of the Media Watch Organisation, the Mauritian Chapter of the Southern Africa Gender in the Media (GEM) Network. As a freelance journalist and gender activist, she writes mainly on gender and social issues. Her articles have been published in the South African "Beeld" Newspaper, Rhodes Journalism Review and World Woman of Scotland.



Pat Made - (American, based in Zimbabwe) is a leading gender and media consultant, former Director General of Inter Press Service (IPS) and former editor of the Southern African Economist magazine. During her tenure at IPS, Made played a key role in introducing a gender policy

and transforming the editorial content of the sixth largest news agency in the world from a gender perspective. Widely travelled in Africa and the developing world, Made brings great insight into GL's work in Zimbabwe and the region.

Other Board Members



Ferial Haffajee - (South African, based in South Africa) assumed the position of Editor in Chief of the *City Press* in July 2009. She was the former Editor-in-Chief of the *Mail and Guardian* and the first woman to rise to that position. Previously, she worked at the *Financial Mail* as the Senior Editor responsible for political reporting.



Benedict CL Bennett - (Swazi, based in Swaziland), or BB, as he is known to colleagues, is President of the Swaziland Local Government Association (SWALGA). He has served as a Deputy Mayor, Mayor, and Councillor. He is Resort Marketing Manager for Sun International in Swaziland. Previous marketing posts include as Sales and Marketing Manager for Swaziland Beverages and MTN Swaziland. He also serves on the Federation of Swaziland Employers and Chamber of Commerce (representing the services sector); is a member of the Hotel and Tourism Association Executive committee; and has been chairman of Swaziland Youth United Against HIV/AIDS (SYUAHA). Bennett has participated at all three Gender Links Gender Justice and Local Government Summits. He is a vocal supporter of initiatives that promote gender equality, especially at Local Government level.



Thoko Mpumlwana (South African, based in South Africa) is former Deputy Chair of the Independent Electoral Commission. In 2012, parliament appointed her to serve on the Commission on Gender Equality (CGE). Mpumlwana is active in community development, the

promoting of human rights, gender equality and education through serving on the boards of Independent Development Trust (IDT), Foundation for Human Rights (FHR), Womens' Development Foundation (WDF), South African Women in Dialogue (SAWD), The Film and Publication Board (FPB), and the Council of the University of Pretoria, amongst others.



Eduardo Namburete (Mozambican, Executive Director of the Lusophone and Mozambique office) is the founding dean and senior lecturer at the School of Communication and Arts at the Eduardo Mondlane University in Mozambique. He has worked in the media for nearly 23 years, having worked as the Director of Research at Mozambique's Institute of Social Communications and as a foreign desk reporter for The Washington Times, in Washington, D.C., in the United States of America.



Rethabile Pholo (Mosotho, based in Lesotho) is former Deputy Chair of the the Independent Electoral Commission (IEC) of Lesotho. Pholo joined the IEC in 1998 and served as head of public relations, ensuring corporate integrity through the development and interpretation of the Commission's programmes to the public. After 15 years of working for the Commission, Pholo now runs a consultancy in Lesotho specialising in gender, elections, democracy and the media.



Emily Brown (South African, based in Namibia) currently serves as Head of Department Media Technology at the Polytechnic of Namibia. This position involves teaching subjects such as Communication and the Law; Media Advertising Strategies; Information Gathering and Writing

for the Media and Public Relations. The position also entails being involved in curriculum development activities, especially ensuring that gender is mainstreamed into course work, presentation of papers, the writing of proposals, conducting research and maintaining contact with the Department's development partners.



Sara Longwe (Zambian, based in Zambia) is a feminist activist who has developed a method of analysing gender issues popularly known as *Longwe Women's Empowerment Framework* in the global feminist and gender literature. Longwe has co-founded many civil society organisations and networks (in her quest for improving women's empowerment at regional and international levels). These include: the African Women's Development and Communication Network (FEMNET); Women and Law in Southern Africa (WLSA) and the Women in Law and Development in Africa (WiLDAF) as well as the SADC Gender Protocol Alliance.



Dr Pinkie Mekgwe (Motswana, based in South Africa) is an internationally recognised scholar who has contributed to numerous publications on gender politics and education. She was a founding Board Member of the Botswana Media Regulatory Body, and its first female chairperson. Dr Megwe holds a BA from the University of Botswana as well as an M.Sc and D.Phil. (Gender and Literary Studies) from the University of Sussex.

CEO'S REPORT

By Colleen Lowe Morna, Chief Executive Officer



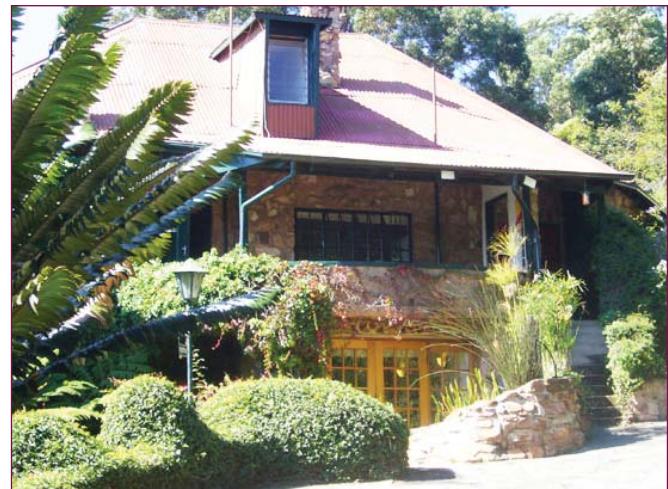
Amid our momentous ten-year birthday celebrations that spanned six countries in 2011/2012, GL grappled with several personal and institutional challenges. Four staff and one board member, as well as one staff member's sister, experienced accidents or traumatic experiences that challenged the GL family to pull together, be supportive, as well as fill in work gaps.

We made some excellent and unfortunate hiring decisions that sapped vital energy at a time of heavy work and programme demands. We experienced two funding shocks, just as we celebrated becoming a recipient of the DFID PPA grant that provides flexible funding but has challenged us on many fronts to up our game: strengthen corporate governance; move from monitoring and evaluation to knowledge and learning; and realise greater value for money.

As our country operations have grown, so have the demands on our slim corporate services unit that struggles to survive on project-specific donor funds that often have little regard for institutional and human resource needs. In an effort to enhance sustainability, we took on the GL Cottages in April last year - a social entrepreneurship venture that is proving its worth but placed high demands on stretched human resources.

Counting our blessings

At our Christmas party in December each year, we sing *Count Your Blessings* and we do indeed have much to be



GL Cottages.

Photo: Debi Lucas

grateful for. Many NGOs have folded in the recessionary economic environment. As resources shrunk generally, GL managed to increase its income this past year by 47%, thanks to an aggressive fund raising strategy and calling in of donor funds outstanding, as well as our diversification and income-generation projects.

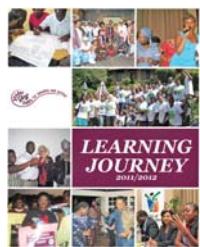
For the first time this year, we started to record what we saved through better procurement practise, as well as in-kind support: venues, transport, offices and the many other benefits of smart partnerships. As illustrated in the table, this adds up to over R4 million per annum: a significant contribution indeed!

Comparing 2010/2011 to 2011/2012, we have experienced substantial growth in virtually every area: our Board; staff; number of beneficiaries; website hits; list serve mail shots; Opinion and Commentary Service; media mentions and many more.

Indicator	2010/2011	2011/2012	% increase
Budget	R 25 112 306	R 36 876 079	47%
In kind support	Not recorded	R 2 279 952	New
Procurement savings	Not recorded	R 1 945 839	
Registered offices	5	9	80%
Board	10 - 20% men	12 - 30 % men	20%
Staff	50 - 20% men	58 - 30% men	16%
Media COE's	76	109	43%
Governance COE's	72	151	109%
Partnership agreements	56	105	88%
No of events	488	616	26%
No of direct beneficiaries	16, 848 (5947) 36% men	14, 969 - 41% men	-11% or 151% (1)
No of contacts on data base	7425 (37% men)	11,612 (40% men)	56%
Website unique visits	268, 536	748, 803	179%
Facebook likes	450	1350	300%
No reached through list serve	224,680	431,908	193%
No of commentaries	English - 141 French - 111= 252	English - 157 French - 112 Portuguese - 33 = 302	20%
GL mentions in media	285	324	12%

Note: 10,901 participants in 2010/2011 formed part of a joint initiative with a partner in Malawi on the SADC Gender Protocol. Percentage increase or decrease is therefore given with and without this figure.

People power



Since its inception in 2010, GL's staff contingent has grown from two to 58. These staff come from 13 countries; 11 of these are SADC countries. Thanks to the upgrading of M and E interns to field assistants earlier this year, the proportion of men has increased from 20% to 30%. As witnessed in GL's *Learning Journey* this year, we have become more honest about our mistakes, and seen them as a way to learn.

In a bid to assist staff in achieving better work life balance GL Deputy Chair Scholastica Kimaryo ran a Perfect Health wellness series through the course of the year and reports on the outcomes in the annual report.

"I am grateful to GL for affording me the opportunity to go through the wellness sessions that were conducted by GL's Deputy Chair of the Board, Scholastica Kimaryo. She taught me the different personalities of human beings through the Dosha quiz and I began to appreciate the different personalities I have in my team and that all of them, different as they are, complement each other and together bring the synergy that is required to achieve the set tasks for the corporate services unit." Bridget Marango, Director of Corporate Services, Learning Journey 2011/2012

Programme coherence and dynamism

GL can now claim to have links from global through to local level:

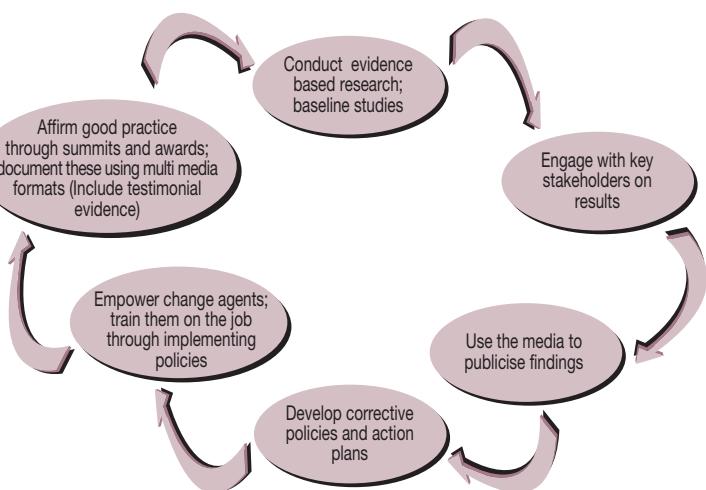
- **Globally** the GL POA supports the attainment of MDG three - gender equality.
- The SADC Gender Protocol with its 28 targets to be achieved by 2015 provides a **regional** roadmap for achieving this.
- At **national** level GL and Alliance members are working with governments to align their National Action Plans to the targets of the SADC Gender Protocol and cost implementation - an exercise in gender responsive budgeting. This expands the work on National Action Plans to End Gender Violence to all areas of gender work.
- At **local** level GL is popularising and localising the SADC Protocol through 100 Centres of Excellence for Gender Mainstreaming in the Media and 300 Centres of Excellence for Gender in Local Government.

Strategic funding through the DFID PPA Fund has facilitated greater synergy between programmes. The governance and media COE's (260 institutions) are working closely together in overlapping modules on gender and governance, while the justice and governance programmes collaborate on GBV and attitude indicators at the local level. The Southern Africa Gender Protocol Alliance provides an overarching framework for all programmes. This "spider

web" as opposed to "silo" approach to programming has led to the idea that we merge the Gender and Media and Gender and Local Government Summits into one annual Gender Justice Summit with considerable cost savings.

A way of working that works

Running through each of GL's programmes is a "way of working" that we believe works. This includes: evidence-based research; advocacy in multi-media formats drawing from GL's core media strength; corrective action plans; capacity building through on-the-job support soon to be expanded to include peer learning; documenting; drawing out lessons learned and good practices through summits described as "market places of ideas."



From M and E to Results for Change

Joining the DFID Governance and Transparency Fund (GTF) partnership in 2008 raised the organisational bar on Monitoring and Evaluation and helped GL develop an in-house manual. With PPA funding GL has extended this conceptual framework and tools to a "Results for Change" manual (see conceptual graphic and detailed description on <http://www.genderlinks.org.za/page/results>) covering M and E; knowledge, learning and innovation as well as institutional effectiveness. Key improvements over the last year include:

- Automating several of the reports derived from data entered by our country offices through the back end of the website.
- Google mapping of the governance and media COE's on the GL website.
- Strengthening qualitative monitoring, including the *Changing Lives, Women in Politics Making A Difference, "I" Stories and Protocol@work* series that can be accessed from the home page of the website.
- The governance Centres of Excellence (COE) verification that took place in March 2012. This led to several programme design improvements in this process.

Financial and sustainability strategy

The challenge
Several of GL's multi year funding agreements come to an end in 2013/2014.

- **Fund raising - country initiatives** - GL has made a promising start in Namibia, Zimbabwe and Mozambique.
- **Diversification**: GL acquired the GL Cottages, and registered the GL Training Institute.
- **Value for money**: GL has a much tighter procurement policy in place.
- **Smart partnerships**: GL is able to achieve huge multiplier effects through smart partnerships and in-kind support.

While GL's financial position has improved, sustainability remains a key challenge, especially as the organisation grows and opens new offices. As detailed in the financial review later in this report, GL's secured funding tapers off considerably after 2012/2013. This has resulted in a four-prong strategy: fund raising, particularly tapping in-country resources now that GL has registered more offices; diversification; realising greater value for money and leveraging off smart partnerships.

GL Services offers advisory services - see <http://www.genderlinks.org.za/page/gl-services> and markets publications through GL's new E shop - <http://www.genderlinks.org.za/>

page/shop where books, photographs and audio visual resources from our programme work can be ordered on line. The considerable increase in outreach through GL's website, list serve, new media, Opinion and Commentary service (see table) will be leveraged in a website donation fund raising strategy being devised with advice from larger partners in the PPA network such as Oxfam.

The GL Cottages - www.glcottages.co.za - is a residential training facility used by GL and rented out to partners as part of a new "social entrepreneurship" venture in the organisation. Clients include the DFID GTF learning event in April 2012.

GL has also now registered the GL Training Institute (GTI), accredited by the South African Qualifications Authority (SAGA) following stringent tests that affirm the quality of GL's materials and infrastructure. Now that GL has been formally accredited, these can be marketed more effectively.

Institutional effectiveness

GL's organisational chart reflects restructuring during the course of the year to manage four programmes, in fifteen countries as well as strengthen institutional practice in nine offices; fund raise, diversify and ensure future sustainability. The culture of learning as well as exposure to PPA partner learning networks has contributed significantly to growing institutional effectiveness to be able to deliver results - see table.

Scale/Scope	A 75% increase in media and local government COE's resulting in taking forward MDG 3 and SADC Gender Protocol targets in 260 institutions; 151 of these local councils covering a population of 21, 414, 538 or about one fifth the women and men in the SADC region.
Quality	The quality of COE work has been improved by extending the six stage process to ten in both media and local government COE's. In the case of media this has included adding a training component to the policy process and self- monitoring tool kit, as well as aligning media training to the targets of the Protocol. Climate change, care work and economic justice modules have been added to both processes. The score cards for governance and media Centres of Excellence (COE's) have been simplified. The verification process undertaken in governance this year will be replicated in the media programme next year.
Efficiency	Automating M and E reports greatly increases the efficiency of data collection and allows managers to focus on analysis, taking corrective action, improving quality and innovation.
Timeliness	GL's work is contributing towards a range of ambitious gender equality targets to be achieved by 2015. At the macro level, GL is engaging with governments on aligning gender policies and action plans to the SADC Protocol: a critical and timely action in the count-down to 2015. This strategic gender responsive budgeting initiative will have significant direct benefits for the poor, the majority of whom are women. Through the COE's in governance and media, GL is demonstrating institution and community- level successes shows that <i>change is possible</i> .
Leveraging additional funding	During the year GL submitted 21 funding applications: six to the European Union, five to UN agencies, three to other governmental aid agencies and six to foundations. The benefits of GL's geographical spread are evident in the fact that 12 of these applications are for regional work and the rest are for in-country funding. Positive indications have been received in four of the nine countries where GL is registered. In kind support leveraged is detailed in the Value for Money report.

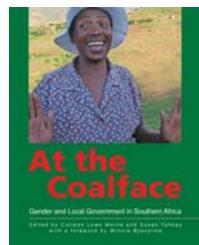
Impact

The SADC Gender Protocol Alliance: In its continued role as coordinator of the SADC Gender Protocol Alliance, GL produces the annual SADC Gender Protocol Barometer. The Protocol and Barometer processes have given significant impetus to the campaign for gender equality. The slogan of the Alliance has progressed from "2015: the time is now", to "2015: yes we can" to "2015: yes we must." This year GL has worked with two governments - Namibia and

Seychelles - on costing action plans for the implementation of the Protocol, and is in discussion with the SADC Gender Unit, for work with five more Member States. GL is championing a high level campaign for the adoption of an addendum on Gender and Climate Change that gained momentum during COP 17 where GL produced ten daily newsletters.

Through the three mainstream programmes (media, governance, and justice), GL deliberately champions the provisions of the Protocol. While the overall impact of such work may take many years to measure, and may be difficult to attribute to any one institution, impact at the institutional level through the Centres of Excellence initiative is measurable.

Media: GL has been at the forefront in creating a gender and media movement in Southern Africa. There is no region in the world in which an NGO is working with nearly one quarter of all media to develop and implement gender policies, using the provisions of the Protocol on gender parity in and through the media. This work is yielding results. For example, in the Mauritius Broadcasting Corporation, one of the first media houses to adopt a Gender Policy, women sources have increased from 14% to 28%.



Governance: GL has singularly put gender on the agenda of local government in Southern Africa, and is localising the targets of the Southern African Gender Protocol through the local-level Gender Action Plans. When GL began research on gender and local government, the region had no figures or database on women's representation and participation in this critical sphere of governance. Now these figures are known, canvassed, and used for advocacy.

GL's work in Lesotho contributed to the modification and retention of the quota for women in local government in 2011. In Mauritius, GL is credited with the advocacy that led to a quota for women in local government in the 2012 elections, necessitating a constitutional amendment that also makes way for Mauritius to sign the Protocol. Emerging evidence from the COEs shows how these councils are becoming more gender responsive in service delivery.

Justice: GL is the first NGO in the region to popularise the SADC Gender Protocol target of halving gender violence in local government. Councils previously argued that they had no mandate in this area. Using GBV indicators to measure impact as part of the COE model will make the case that the battle against gender violence can be won - community by community.

Appreciation

I wish to place on record my appreciation to the GL Board, and especially the Executive Committee that has provided

unyielding support and guidance during a difficult year. I am privileged to work with two senior managers, Chief of Operations Kubi Rama and Director of Corporate Service Bridget Marango who provided all the data for this report. These human pillars of GL constantly go beyond the call of duty to ensure high quality delivery.



Shaking a leg: GL staff on Youth Day, 16 June, in Soweto.

Photo: Colleen Lowe Morna

With no prior experience in hotel management, former executive and marketing assistant Mukayi Makaya this year took on the task of running GL Services, reminding us of the growth potential in GL and in the talented team of young professionals who work here.

We have a hard working and talented middle management team; our Country Managers have given us *Giant Footprints*; our interns keep us energised and we have an enthusiastic core of young professionals who will be tomorrow's managers.

Without our funders and partners we would not be who we are or where we are today. Thank you, merci, obrigada, siyabonga, mazvita, realeboga!

Colleen Lowe Morna
Chief Executive Officer

PARTNERSHIPS

By Loveness Jambaya Nyakujarah ~ Alliance and Partnerships Manager



Networking: Loveness Jambaya Nyakujarah, Alliance and Partnerships Manager (left) during gender action planning training in Seychelles, January 2012.

Photo: Colleen Lowe Morna



"The Gender Justice and Local Government Summit in 2012 made me realise the importance and benefits of strong mutual relationships between local government, local communities and civil society. Transformation and striving for gender justice becomes an achievable goal when we all clearly understand the added value of each stakeholders' role and involvement. The summit exposed me to the 50/50 and the 365 Days of No Violence Against Women campaigns. The faith-based sector would make a lot of progress by adopting and adapting these campaigns for the faith community. Because of what I learnt at the Summit on mobilising local communities for sustainable campaigns, NCA Church, will among several strategies, work with Gender Links and the Southern Africa Gender Protocol Alliance to involve churches in the 50/50 and 365 Day of No Violence against Women campaigns. I would like to commend Gender Links for its excellent work within the region especially its commitment to the conscientisation and skilling of the faith community."

Phumzile Mabizela, Senior Policy Advisor: Gender Justice for Norwegian Church Aid. NCA supports the work of the Alliance through the Secretariat based at Gender Links.

Programme	Partners
Media, including Gender and Media Diversity Centre (GMDC)	61
Southern Africa Gender Protocol Alliance	25
Governance	18
Justice	1
Total	105
Geographical spread	
Angola	1
Botswana	10
DRC	2
Lesotho	3
Madagascar	10
Malawi	7
Mauritius	4
Mozambique	3
Namibia	5
Seychelles	1
South Africa	13
Swaziland	3
Tanzania	10
Zambia	9
Zimbabwe	12
Sub total	93
Regional	5
Africa-Kenya	2
International	5
Total	105

Described in our 2005 evaluation as a “small organisation with large footprints”, Gender Links is an organisation founded on partnerships. Over the last five years our “giant footprint” has been to establish offices in nine countries, GL continues to work in catalytic ways through a wide range of inter-locking partnerships.

Smart partnerships across sectors have seen GL’s programmes develop in depth and reach as well as enhance value for money through multiplier effects. As Danielle Berlanga Gonzalez, Media Watch Organisation member from Mauritius puts it in her feedback to GL: “Alone we can do little. Together we can do better. Yes, we can make our voice heard.”

In line with Gender Links Policies and Regulations, the organisation conducts an annual review of its partners to celebrate successes but also learn from mistakes in order to improve the relationships.

Partnership strategy

In the 2009, as part of “next steps” recommendations, GL undertook to enter into MOUs with long term partners to ensure that benefits/rewards, responsibilities, and risks of all projects implemented with partners are shared. GL strengthened its Monitoring and Evaluation system to

achieve this. At the time of writing, GL had or was close to concluding 105 Memorandum of Understanding (MOU’s), compared to 56 the previous year - an 88% increase.

This increase is accounted for to some extent by the growing work at institutional level with the media and local government Centres of Excellence on Gender Mainstreaming. GL is working to ensure that it has MOU’s with the over 200 institutional partners with whom it currently works.

GL has also become more adept at coalition building, in order to manage partnerships more effectively. The Southern African Gender Protocol Alliance is GL’s flagship coalition building initiative. This consists of 15 national gender coalitions; eight regional theme clusters and two interest groups - the men’s sector and Faith Based Organisations. Media training and Development NGOs come together in the Gender and Media Diversity Centre - a knowledge hub that seeks to “collect, connect and collaborate”. In the work on gender and local government, GL has agreements with most of the umbrella local government associations in the region. In all programmes, these links extend from national, to regional to international (see partnership strategy table).

GL PARTNERSHIPS 2011/2012

PARTNERSHIP STRATEGY	REGIONAL PARTNERS	INTERNATIONAL LINKAGES
SADC Gender Protocol	<p>MOUs with 8 regional NGOs to lead theme clusters:</p> <p>MOU’s with 15 national coalitions of gender NGOs e.g. BOONGO in Botswana; the Women’s Coalition in Zimbabwe; the Gender Coordinating Network in Malawi.</p> <p>The Alliance represents the gender sector in the SADC Congress of NGOs (SADC CNGO). The Alliance also enjoys a close working relationship with the SADC Gender Unit.</p>	<p>GL is a member of FEMNET, which convenes the Africa caucus at the annual meeting of the UN Commission on the Status of Women; GL convenes the Southern Africa caucus on behalf of the Alliance at CSW; produces hard copy and online newspapers and conducts cyber dialogues. GL has applied for ECOSOC observer status, and has observer status with the World Bank and IMF. CIVICUS is a key partner of the Alliance.</p>
Media	<p>Media houses working on gender policies in 14 countries through the Centres of Excellence process. 63 MOUs have been signed with media houses that join the COE process though 109 media houses are part of the COE process.</p> <p>MOU’s with media studies departments of universities as part of the Gender and Media Diversity Centre (GMDC) that “collects, connects and collaborates” in research, curriculum development.</p>	<p>International partners of the GMDC include the International Federation of Journalists based in Brussels; the International Media Women’s Foundation (Washington); the World Association of Christian Communicators that conducts the Global Media Monitoring Project (Toronto); University of Gothenburg Media Studies Department; Network of Indian Media Women.</p>
Governance	<p>GL is working with 143 Councils within ten SADC countries. MOUs agreed and statements of commitment signed or in final stages in ten countries where GL is working. Some of these cover the ten municipalities in the country that have signed up as Centres of Excellence in Gender Mainstreaming (COE’s); others have direct MOUs with GL.</p>	<p>International partners with whom GL regularly interacts on governance include the Inter Parliamentary Union (Geneva); International IDEAS (Stockholm); the DANIDA Women in Africa fund grantees; the DFID Governance and Transparency Fund (GTF) Grantees.</p>
Justice	<p>MOUs with Gender Ministries in Mauritius and Botswana and the Mauritius Research Council; sits on South Africa’s National Council on Gender Based Violence.</p>	<p>MOU with the UN ECA Africa Centre for Women; participated the UN DAW (now part of UN Women) Expert Group on National Action Plans to End GBV; member of the Secretary General’s Africa UNite campaign advisory group.</p>

Programme and geographical spread

Of the 105 partners that GL signed MOUs or a working agreement with, 61 (60%) are from the Media department, the oldest in the organisation. GL's founding vision sought to promote gender equality in and through the media. Some 26 (42%) of the MOUs have been signed with media houses under the Centres of Excellence for Gender in the Media programme which has seen Gender Links working directly with 109 media houses in 13 SADC countries. The other media houses are yet to sign MOUs. The remaining 35 (57%) are either MOUs or a working agreement between GL and the GMDC.



Pat Made, Zimbabwe Board Member, Loveness Jambaya Nyakujarah, GL Alliance Manager and Fanny Chirisa, WIPSU at the GL-WIPSU 50/50 Launch in Zimbabwe.
Photo: Trevor Davies

The Alliance programme works with 25 partners, 20 of whom have signed MOUs with Gender Links. The Alliance is also the custodian of the partnership portfolio within Gender Links. The programme works closely with many other partners like the SADC Gender Unit even though there is no formal agreement yet. The Alliance has a formal relationship with the SADC CNGO (Congress of NGOs) and serves as the gender representative for Gender NGOs within the SADC CNGO steering committee.

Through the Alliance, GL is a member of Africa-wide organisations such as FEMNET (see accompanying reflections by the Former Executive Director of FEMNET Norah Matovu Winyi).

"Dear all at Gender Links

I greatly enjoyed working with each one of you. The reason we worked together very well while I was at FEMNET was because the two organisations are both engaged in communication and we complemented each other's efforts. We used each other's communication space to share with various audiences about things that are of interest to them.

In particular, in 2011 you worked with FEMNET to produce the daily stories during the Commission on the Status of Women (CSW) 55th session. This inspired many not in New York with us.

It was also great working with GL during the Leadership Conference we held in Zambia - sharing with the political leaders the statistics on the performance of women participation in leadership and decision making. This was very useful technical input, which grounded the discussions on the trends and on the strategies to adopt to change them for the better."

Norah Matovu Winyi, former Executive Director of FEMNET Gender Links partner works closely around the Alliance work based in Nairobi, Kenya

Governance has 18 MOUs: seven with local government associations; nine with Centres of Excellence for Gender in local government and one with a government ministry.

Geographically, 93 (89%) of the partners are located in Southern Africa with the largest number in South Africa (13). Botswana, Madagascar, and Tanzania have the second highest number at ten. Seychelles and Angola have the least number with one formal partner each. Gender Links is working to penetrate these countries. For example, in Seychelles talks are at an advanced stage with some media houses showing interest in joining the COE process. Ten of the partners are regional organisations. Two are Africa-wide and the remainder five are international organisations

Why partner with GL?

In March 2011 GL sent out an online questionnaire to its partners, and received 38 responses. Some of the reasons cited in response to the question "why partner with GL" included:

- Common vision - *Having the same objectives for the empowerment of women and promoting gender equality, we have always believed in sharing resources and capacity building - Ameenah Soferan, MWO-GEMSA - Alliance focal point.*
- To ensure sustainability of programmes that would otherwise be phasing out.



Aina, representative for the SAHA Programme at the Gender Justice and Local Government Summit in Johannesburg, April 2012.
Photo: Gender Links

Programme SAHA Intercooperation and GL signed an MOU on the 6th July 2011 to take forward work in eight councils that SAHA had been working with as part of COE process. This is because SAHA had to end its work in Madagascar in December 2011. Partnering with GL helped to ensure continuity of the work. The idea of the partnership came when a representative of the program SAHA met the GL Madagascar Country Manager, Ialfine Papisy at the embassy of Norway during an evaluation of the Electoral Institute of Southern Africa. Following a presentation of the GL COE process by Papisy at the meeting, Programme SAHA became interested in the COE project. They were already working with several councils throughout the country on governance and local economic development with assistance from Swiss Cooperation.

- Knowledge creation and sharing - "Thanks for your newsletter. I love your work Gender Links" - *Ruth Oladusi, commenting on the Alliance enewsletter*



"I wish to confirm SADC's interest in working with Gender Links in advancing the Gender Mainstreaming Project to other Member States... As indicated SADC seeks to standardise the approach as much as possible in line with the Namibia and Seychelles."

Magdeline Madibela, Head - SADC Gender Unit

- "We carried out sensitisation on climate change and sustainable development at local government in partnership with Gender Links. In my personal capacity, chaired a panel, chairperson of jury panel on Climate Change for the Mauritius Mini-summit." - *Mauritius*
- "For networking purposes, learn from one another; create employment opportunities; get ideas on how we can improve our own lives and learn how to work with government institutions." - *South African now based in Australia*
- Joint programmes with Gender Links - media literacy, gender mainstreaming in local government, the SADC Gender Protocol Campaign (see for example the accompanying quote from the head of the Gender Unit).

Partner's ratings and areas for improvement

Consultation	8
Administration and coordination	8
Relationship management	8
Sharing of resources	9
Awareness raising	9
Joint implementation	7
Monitoring and evaluation	8
Mutually beneficial nature of partnership	8
How powerful is GL in the work you do together?	9
How positive is GL in relation to the work you do together?	9
TOTAL/100	83

The partner questionnaire asked partners to score GL on a scale of one to ten on key partner issues. The table reflects the average score for each question, with an overall score of 83%.

Respondents rated GL highly on sharing of resources; awareness raising; GL as a positive partner and powerful

organisation. The area that stands out as lower than the others is joint implementation.

Partners identified some key areas that Gender Links could improve:

- The partnership could be further strengthened through joint implementation and also having regular and formalised

channels of communication. These communication channels could also facilitate feedback between Women's Affairs Department and GL - *Botswana*

- Translation of documents into French for the benefit of Francophone countries - *Madagascar*
- Regular communication and improved coordination - *Tanzania*
- More prior consultations for projects especially at planning level - *Mauritius*
- Setting up performance indicators on the activities being carried out by the councils - *Mauritius*
- Agree on mutual benefits from the beginning - *Kenya and Uganda*
- More can be done in capacity building for non-gender organisations such as CIVICUS - *South Africa*
- Gender Links should be aware and consider country differences when drawing budgets, contracts and other plans and this should be reflected in all projects - *Gladness Munuo -Tanzania*
- The GMDC should build the capacity of NGOs who are not experienced in areas such as research, monitoring, and evaluation and be able to link up more with academia. A GMDC linking programme for organisations such as ourselves to highlight our research would be ground breaking - *Zimbabwe*

Moving forward

Gender Links recognises that partnerships will only last if GL takes time to nurture relationships, a key competence of the Alliance and Partnerships portfolio. GL will work hard to ensure that there is always clarity about the purpose of partnerships; seek to listen more and improve on the quality of the relationship. GL takes partners' views seriously and will continuously improve methods for gathering feedback.

POA PROGRAMME OF ACTION



GL COO Kubi Rama and GL Madagascar country manager Ialfine Papisy celebrating GL's tenth birthday in Madagascar.

Photo: Zotonantenaina Razanadratafa



"I am the chairperson of the Swaziland Lutsango-LwakaNgwane Multipurpose Cooperative Limited in Mbabane. The cooperative came to life when local women realised that they could engage in projects that could help them earn an income outside formal employment. Through participating in capacity building programmes rolled out in Swaziland by Gender Links, I gained a lot of confidence; this is now paying off in terms of the way our work has developed. Since Gender Links' intervention, our cooperative of women has grown from singing and dancing at traditional events to rearing livestock, having poultry projects, farming, and creating handicrafts. Now, women have the option to save money in an education fund, which they access at the end of the year, so they can pay school fees for their children the next year."

Sibongile Masuku, chairperson of the Swaziland Lutsango-LwakaNgwane Multipurpose Cooperative Limited. Read full profile on: Changing lives: <http://www.genderlinks.org.za/article/sibongile-masuku---swaziland-2012-06-06>

GL PROGRAMME AT A GLANCE



MDG3-Gender Equality: One large goal, one specific target, three indicators by 2015

SADC GENDER PROTOCOL: 28 specific targets to be achieved by 2015

GL coordinates the **Southern Africa Gender Protocol Alliance** - 15 country networks each with country theme clusters that champion various targets; eight regional theme groups; two interest groups (men's sector and Faith Based Organisations).

MEDIA: Gender equality in and through the media by 2015.

GOVERNANCE: Parity in representation and participation by 2015.

JUSTICE: Halve gender violence by 2015.

100 Media COE's achieve 30% or more women sources and twenty institutional gender targets.

300 local government COE's achieve 35% or more women and 25 institutional gender targets.

300 COE's develop local level action plans to halve GBV.

Protocol@work

Training follows the ten themes of the Protocol.

Local Gender Action Plans integrate the 28 targets of the Protocol.

GBV indicators seek to establish prevalence and attitudes towards GBV and use this as tracking tool in at least three countries.

Media facilitators help run the IT and campaign modules of the governance COE's; The media is exposed to local government work as part of the governance module. Both involved in 50/50 campaign.

The justice programme is cascading the GBV indicators programme to local level to strengthen COE monitoring.

CROSS CUTTING CAMPAIGNS

Justice coordinates the Sixteen Days of Activism Campaign; local councils apply communications training; media cover campaigns as part of GBV training.

CROSS CUTTING THEMES

CLIMATE CHANGE AND ECONOMIC JUSTICE

Protocol@work

Form part of the on-the-job training and action plan.

Form part of the on-the-job training, articles and programmes.

Gender and climate justice integrated into the Sixteen Day campaign.

OVERVIEW

By Kubi Rama, Chief of Operations



In March 2011, GL celebrated its tenth anniversary. The event marked the incredible growth and achievements of the organisation in its short lifespan. In the period, GL produced several groundbreaking research projects that guided innovative projects on gender, media, justice, and governance.

During 2011/2012 GL programmes produced 175 action plans and policies; five books and journals; two training manuals; five pamphlets and 71 fact sheets: a total of 258 published outputs.

This was also a moment to reflect on GL's programme and its impact over the previous ten years. The 2010 Gender and Media Progress Study (GMPS) that measured the level of representation of women in the media showed that the proportion of women sources in the media increased from 17% to a mere 19% in the region's media over seven years.

The findings of this study and the instinctive sense that GL needed to look at a different model of working led to a process of self-reflection. GL staff engaged with the input provided by beneficiaries of GL programmes during the preceding ten years. There were many positive comments. However, key learning emerged from participants comments about what GL should be doing better and what GL should focus on going into the next decade.

Three key learning points emerged.

- GL is experiencing phenomenal growth on every level. Growth comes with many challenges. GL needs to stay focused on what it is good at, go for depth in its work, and manage the growth so that the institution, its people and its work are in synergy. This led to a fundamental shift in where and how GL works. While the macro level policy and lobbying work remains a priority, programme work will focus primarily at micro level.
- GL needs to enter into partnership with clearly defined deliverables, roles, and responsibilities with regular monitoring and evaluation.
- GL needs to include economic development and climate change more prominently in its programmes as major drivers of gender inequality.

Based on these learning points GL now has a strong presence on the ground through its 109 Centres of Excellence (COE's) for Gender in the Media and 143 COE's in local government. The ten-stage COE process commits the institution and GL to a long-term partnership to achieve gender equality within the institution, its products, and services and to advance gender equality in the communities they serve. This provides links from local all the way through to international level as illustrated in the Programme at a Glance graphic.

The GL programme evolved from its initial core programmes (media, justice and governance) to include coordination of the Southern Africa Gender Protocol Alliance, and two cross cutting themes: **economic justice; climate and sustainable development**.

INTERNAL - GOING GREEN POLICY	PROGRAMMES: GENDER AND CLIMATE JUSTICE CAMPAIGN				
Organisational policy	Alliance	Spearheads the SADC Gender and Climate Change Addendum initiative			
Paperless office; recycling	Governance	Integrated into CEO gender training and action plans			
More road transport	Media				
Planting of trees by Board Members	Justice	Integrated into Sixteen Days of Activism campaigns			
GENDER LINKS @ COP 17 AND THE SIXTEEN DAYS OF ACTIVISM					
The Sixteen Days of Activism coincided with COP 17 in Durban in November/December 2011. GL drew up a concept paper linking gender and climate justice; used this to inform campaigns run by the local government and media COEs - http://www.genderlinks.org.za/page/16-days-of-activism-2011- and ran a daily E newsletter and cyber dialogues at COP 17.					
GOING GREEN @ THE GENDER JUSTICE AND LOCAL GOVERNMENT SUMMIT					
Documents provided on CD ROM	Plenary session on Gender, Climate Change and Local Government in six national and one country summit				
Walk the Green Talk; "My dream for 2015" Box	Award entries and seven awards on Gender and Climate Change				
IT EXTRAVAGANZA: First time E mail addresses; basic search tools; on-line newsletter; gender and climate change petition; evaluation; contacts. On line cyber					



GL driver Clever Zulu participating in the Take Back the Night march in Alexandra in Johannesburg.
Photo: Gender Links

The graphic shows how GL has sought to integrate climate justice into its way of working through an internal policy as well as in its programme work. The 17th Conference of the Parties (COP17) to the United Nations Framework Convention on Climate Change (UNFCCC) and the Sixteen Days of Activism campaigns overlapped from 28 November 2011 to the 10 December 2011. GL and the African Woman and Child Feature Service (AWCFS) embarked on

a joint project to raise awareness on the links between gender and climate change.

This project complemented the Centres of Excellence for Gender in the Media and local government project. Two councils in ten countries worked with GL country managers to plan and implement a Sixteen Days campaign. The planning included the community members and survivors of gender violence. The survivors documented their experiences of gender violence through writing first-hand accounts or "I" stories.

The events at COP 17 and in communities provided a springboard for a civil society campaign for an Addendum to the Southern African Development Community (SADC) Protocol on Gender and Development on Gender, Climate Change, and Sustainable Development. Activists argue that whilst climate change can be read into the existing articles in the SADC Gender Protocol, it is far too important to be left to chance. This project therefore provided an important building block for further lobbying and advocacy.

GL took this campaign to greater heights at the Gender Justice and Local Government Summit, which garnered several more signatures for the campaign. The summit featured a plenary debate, parallel session and awards on gender and climate change. GL and partners also sought to "walk the green talk" through minimising paper and other waste at the summit.

TARGETS

Target population by programme	What is GL doing to meet the needs of the target group, especially the poor
Alliance SADC/SADC GU National governments Regional/ national civil society organisations Citizens	While continuing to hold government accountable through the annual SADC Gender Barometer, GL has moved into high gear on implementation with a model for applying the gaps identified in the research to developing action plans that interrogate mainstream budgets and cost additional requirements. This gender responsive budgeting exercise is critically important for alleviating poverty as women constitute the majority of the poor.
Media Journalists,, editors Citizens	Through the concerted work with media COEs to increase women's representation in and through the media GL is promoting citizen voice and participation of the most marginalised groups in society who are frequently rendered voiceless by the mainstream media. Strengthening the links between the media and governance COEs, as well as GL's unique brand of first hand accounts, provides practical way for achieving this.
Governance Local councils; associations Gender/local government ministries Poor women	Through 151 COEs GL is helping policy makers who serve 22 million poor women and men in ten countries to develop gender action plans for achieving the 28 targets of the SADC Gender Protocol at the local level. By strengthening and cascading this model that is empowering women socially, politically and economically, GL is contributing in tangible ways to the alleviation of poverty in a region where women constitute the majority of the poor, the marginalised and the dispossessed.
Justice SADC/SADC GU National/ provincial governments Local councils Survivors of GBV	GBV is one of the most widespread yet under-reported human rights violations of our time, undermining the agency of women and their potential contribution to development. The GBV indicators research is recognised globally as one of the most comprehensive efforts to establish the true extent and effects of GBV, as well as the adequacy of responses and prevention efforts, so that these can be strengthened. As illustrated in the three countries where GL is working, the research has put GBV on the political agenda, as well as created a vital link with work on the ground through the governance COEs.

Southern African Gender Protocol Alliance

By Loveness Jambaya Nyakujarah ~ Alliance and Partnerships Manager



Measuring up: Erica Jones, Deputy Permanent Secretary in the Zimbabwe Ministry of Local Government, is putting the SADC Gender to work.

Photo: Colleen Lowe Morna



"You do not know how much we at the Women in Politics Support Unit (WiPSU) value the partnership between our two organisations and the support we get from the Alliance as the lead organisation on the SADC Gender Alliance Cluster on Governance. We really appreciate the effort and support especially on the Regional Governance cluster meeting held recently in Harare as WiPSU with our shoe string budget we would never have managed to bring in all those regional cluster members, it is really appreciated and I hope our partnership will continue to grow from strength to strength."

Chirisa, WIPSU Director, Zimbabwe. 21 August 2011.

The main aim of the Women in Politics Support Unit is to increase women's participation in decision-making and be able to influence policy with a clear understanding and commitment from these women to focus on women's issues while holding those positions. This project also aims to empower women legislators in technical capacity and resource allocation so as to minimise the hindrances to women wanting to rise to positions of decision-making. As Margaret Atwood put it: "Powerlessness and silence go together. We should use our positions not as a shelter from the world's reality, but as a platform from which to speak. A voice is a gift. It should be cherished and used."

Southern Africa Gender Protocol Alliance Report Card

No of events	Country	Ang	Bots	Les	Mad	Mal	Mau	Moz	Nam	Sey	SA	Swaz	Zam	Zim	Total																		
	No	1	14	12	39	1	14	7	28	3	11	14	7	16	167																		
No of beneficiaries and budget	MALE				FEMALE				TOTAL				BUDGET																				
	1832 (249 other + 1583 village level)				2679 (734 other + 1945 village level workshops)				4511				R2 605 969																				
How rated by beneficiaries in evaluations - average scores	Content	Design	Documentation	Facilitation	Group work	Outputs	Outcomes	Learning	Networking	Admin																							
	89%	84%	82%	92%	86%	84%	83%	88%	87%	73%																							
Outputs	Action plans			DVDs			Books			Pamphlets/posters																							
	Three: Alliance work plans; Namibia and Seychelles Gender Action Plans			None			One - 2011 Southern Africa Gender Barometer			One - Alliance institutional pamphlet translated into English, French and Portuguese																							
Outreach	Website hits		Media mentions			Other events attended			No of MOUs with partners																								
	35 701		8			14			21																								
Outcomes	<ul style="list-style-type: none"> Enhanced government commitment to gender equality through two thirds of the signatories to the Protocol ratifying the instrument such that it went into force in August 2011. Governments held accountable for achieving the 28 targets of the SADC Protocol on Gender and Development through the annual country and regional Barometer; aligning national gender action plans to the targets of the Protocol and costing its implementation. Civil society organisations especially gender NGOs strengthened. Created a platform for knowledge sharing and learning from one another on good practices through networking and documenting the SADC Gender Protocol @ Work case studies. Showing that the SADC Gender Protocol is a living document, and demonstrating the power of citizen voice, through the latest campaign for an Addendum on Gender and Climate Change. 																																
Main risks	<p>External -Botswana and Mauritius have still not signed the Protocol.</p> <p>External - Alliance partnerships at regional and national level are not binding. The success of the programme is dependent on the strength of focal national networks and theme cluster leaders.</p> <p>External - While gender ministers have accepted the need to review gender action plans the success is dependent on political buy-in.</p>																																
Lessons	<p>Administering monitoring and evaluation tools should be done with care and constant checks are required at every step. This is because once a mistake is made it is expensive and difficult to redo the same exercise especially when the organisation's work spans a huge geographical area - as in the case where Gender Links works across all 15 SADC countries.</p>																																
Innovation	<ul style="list-style-type: none"> Introduction of the Southern Africa Gender and Development Index (SGDI). <i>The SADC Gender Protocol Research, Policy, Action Plan, Gender Responsive Budgeting and Capacity Building Model.</i> 																																
How VFM is being realised	<ul style="list-style-type: none"> Coalition building for higher level advocacy that cannot be achieved by a single organisation e.g. all the aspects of the SADC Gender Protocol campaign are contributing to building a strong gender movement indirectly and one cannot put a monetary value to this. Multiplier effects achieved through partnerships; for example village level workshops being replicated by partners in Malawi, parts of Zimbabwe; replication and distribution of IEC materials available on the website. Leveraging off funding from bigger grants like DFID PPA with funding from smaller donors such as UN Women, Norwegian Church Aid, Diakonia, Oxfam GB and FES Botswana. 																																



Loveness Jambaya Nyakujarah ~
Manager



Lucia Makamure ~ Programme officer

Synopsis

The Southern Africa Gender Protocol Alliance and Partnerships portfolio is a flagship programme of Gender Links providing “links” to the organisation’s core programmes; contributing to holding governments accountable and empowering citizens to claim their rights using the SADC Gender Protocol with 28 targets to be achieved by 2015.

Following the successful campaign for the signing of the Protocol in 2008, GL coordinates the Southern Africa Gender Protocol Alliance. The Alliance is a “network of networks” which began as a loose coalition. It now comprises 15 country focal networks; nine theme and two interest group clusters led by organisations with comparative advantage in their respective area. See the Alliance organisational chart overleaf.

Objectives:

The Alliance seeks to:

- Hold Southern African governments accountable for the achievement of gender equality through signing, ratifying, and implementing the SADC Protocol on Gender and Development, a sub-regional roadmap for MDG3 (gender equality).
- Lobby Southern African governments to adopt an Addendum to the SADC Gender Protocol on Gender and Climate change.
- Strengthen the capacity of civil society, especially gender NGOs, to demand that governments deliver on commitments to gender equality.
- Empower citizens especially women, to become aware of the SADC Gender Protocol, engage critically with governments to claim their rights; and demand effective and responsive governance.

Activities

In 2011/2012 the Alliance:

- Held eight reference group meetings to validate the findings of the SADC Gender Protocol Country Barometers.
- Produced the 2011 SADC Gender Protocol Barometer, introducing the Southern African Gender and Development Index (SGDI). The report also featured 44 case studies demonstrating the SADC Gender Protocol @ Work. The Alliance launched the Barometer in Mozambique, Seychelles, South Africa, and Zimbabwe and Angola.
- Held the Alliance annual meeting in August 2011, conducted a SWOT analysis of the institutional mechanisms and Programme of Action. A strategy session identified two regional campaigns to focus on in 2011/2012: the 50/50 as well as gender and climate change campaigns. The meeting elected an Alliance Think Tank to work with the Secretariat in guiding its work.
- Assisted two countries, Namibia and Seychelles, to develop costed Gender Action Plans aligned to the SADC Gender Protocol. Seychelle is the first SADC country to align its Gender Policy to the 28 targets of the SADC Gender Protocol.
- Tracked implementation of the key provisions of the Gender Protocol through the monthly e-newsletter, *Roadmap to Equality: Southern Africa Gender and Development Barometer*.
- Held 143 village meetings.
- Disseminated over 6000 simplified versions of the SADC Gender Protocol in SADC’s three main languages (English, French and Portuguese) as well as 23 Indigenous languages.
- Strengthened the institutional base the Alliance Network: Three more country networks signed MOUs. Strong lead organisations have emerged for the faith based and men’s sector. Theme clusters have started to take the lead in their areas (see ISS example below).

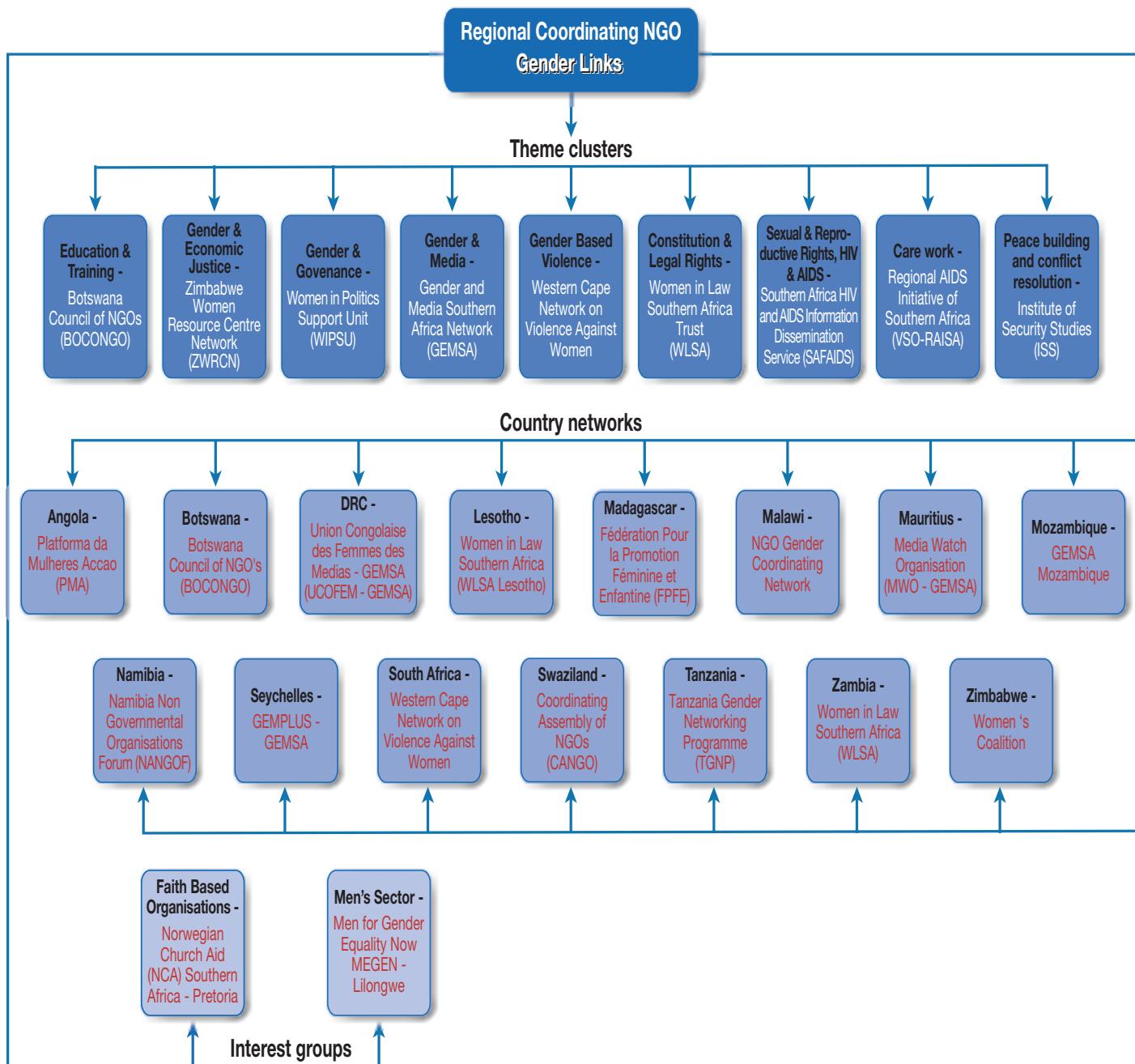
The SADC Protocol on Gender and Development:

Encompasses commitments made in all regional, global and continental instruments for achieving gender equality.

Enhances these instruments by addressing gaps and setting specific measurable targets where these do not already exist.

Advances gender equality by ensuring accountability by all SADC Member States as well as providing a forum for the sharing of best practices, peer support and review.

How the Southern Africa Gender Protocol Alliance works:

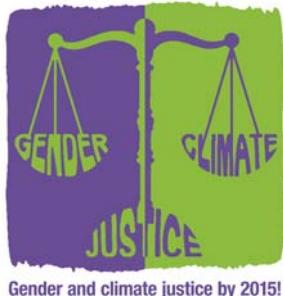


Kurayi Kowayi and Cheryl Hendricks at a costing workshop and launch at Mercure, SouthAfrica.
Photo: Colleen Lowe Morna

ional working groups have been established in Zimbabwe, Malawi, DRC and Madagascar. These countries have been experiencing political conflict and violence. Each of the

country focal points has convened at least one meeting as part of replicating the structure at national level. In Madagascar, this culminated in a National Conference on Gender, Peace and Security in November 2011. Early results include increased awareness on Article 28 of the SADC Gender Protocol; successful lobbying and advocacy by clusters for development of national action plans on UNSCR 1325 by SADC countries; increased women's representation in the peace and security sectors at regional and country level. ISS comments: "The Alliance needs more strategic planning exercises - one once a year is not sufficient. We will continue to work with Gender Links to strengthen the Alliance. The formation of an Alliance Think Tank, when operative should go far in consolidating the work." For full profile go to <http://www.genderlinks.org.za/page/sadc-gender-protocol-partners>

The SADC Protocol @ work - Gender and climate change



Gender and climate justice by 2015!

At the launch of the 2010 SADC Gender Protocol Barometer, Alliance partners in Mozambique pointed out that the SADC Gender Protocol is silent on sustainable development and climate change. In 2011, the Alliance embarked on a campaign calling for an Addendum to the SADC Gender Protocol on Gender and Climate Change as a way of influencing regional policy building on past successes.

The October 2011 Gender Ministers meeting in Windhoek noted the importance of integrating gender into climate policies. In November 2011 the Alliance regional Secretariat gave technical inputs at the Gender/Women's Affairs Ministers and Senior Officials meetings to engender the SADC Regional Strategy for the 17th Conference of the Parties to the UN Framework for the Convention on Climate Change (COP 17). Building on the momentum of COP 17 the Southern Africa Gender Protocol Alliance has launched a petition calling on SADC governments to adopt, as matter of urgency, the principle of an Addendum or amendments to the Gender Protocol - see <http://www.genderlinks.org.za/page/sadc-climate-change>. The Gender and Climate Change petition campaign is up on the GL website as another way of enlisting citizens to support the campaign for an Addendum to the SADC Gender Protocol on Gender and Climate Change, with 100 signatures so far.

Ripple effects: The SADC Protocol in Chiredzi

A team of GL staff arrive an hour late for a meeting with the Chiredzi Centre of Excellence (COE) for Gender in Local Government, but the 46 women gathered under a tree continue with their monthly 50/50 campaign meeting. The community mobilisers in this sugar-growing hub of south east Zimbabwe are engrossed in the Shona and Ndebele pamphlet on the SADC Protocol on Gender and Development provided through the Southern African Gender Protocol Alliance.

Several interest groups explain enthusiastically how they have been applying the sub-regional instrument with 28 targets by 2015 (the same year as the Millennium Deve-



Councillor Bernadette Chipembere in the majarada neighbourhood of Chiredzi.
Photo: Colleen Lowe Morna

Outputs

- The 2011 SADC Gender Protocol Barometer. This features the SGDI and 44 case studies of the SADC Gender Protocol @ Work.
- A gender policy (Seychelles) and gender action plans aligned to the SADC Protocol in Namibia and Seychelles.
- An additional four MOUs between Gender Links as the Secretariat and Alliance focal organisations from Angola (Platform for Women Action), Tanzania (Tanzania Gender Networking Project) and Zambia (Women in Law Southern Africa - Zambia) and with Botswana Council of NGOs as regional theme cluster lead for the Education Sector. This brings the total number MOUs signed to 21.
- A draft Addendum to the Protocol on Gender and Climate Change.

Outreach

Direct beneficiaries: GL held 143 village level workshops (three more than the target number). GL also held six country reference group meetings for the Barometer and five launches. In total the programme reached 5103 people directly: 3202 (63%) women and 1901 (37%) men.

Indirect beneficiaries: The programme reached an estimated 55,245 beneficiaries through indirect methods. These include: website hits (the alliance website (www.sadcgenderprotocol.org) received 35 701 unique hits from March 2011 and February 2012). The Alliance also used the GL list-serve, new media channels, media outreach, GL publications, ten issues of the *Roadmap to Equality e-newsletter*; the pamphlet on the Alliance in English, French, and Portuguese and 6000 additional copies of the SADC Gender Protocol in indigenous languages to reach a wide audience.

lopment Goals) in their daily lives. They include aspiring councillors (Zimbabwe is due to hold elections later this year); widows; caregivers; informal traders; unemployed women; survivors of gender violence; those fighting trafficking to neighbouring South Africa and sex workers. The hot button issue is a petition led by the council's gender champion, Bernadette Chipembere, for the release of dozens of women rounded up by police during a crack down on sex workers. The women argue that police should also target the male clients of sex workers.

One of the winners in the 2010 Gender Justice Local Government Summit, Councillor Chipembere (see profile:<http://www.genderlinks.org.za/article/bernadette-chipembere-2012-05-28>) has made sure her council develops a gender action plan; monitors local police action on gender violence, helps widows fight legal battles, and promotes women's economic empowerment. Inspired by the national launch of the 50/50 campaign as part of the Southern African Gender Protocol Alliance governance cluster activities (<http://www.genderlinks.org.za/page/sadc-thematic-clusters>), Chipembere vowed to take the campaign door to door in her community, targeting the poorest neighbourhood (known as majarada) where families share rooms and toilet facilities. "As a Councillor, I cannot just sit there and say, 'I do policy' when things are not right on the ground," says Chipembere. "If you do not get on the ground, you cannot be effective."

Outcomes

Commitment: The SADC Gender Protocol officially went into force in August 2011 after South Africa ratified the Protocol. Malawi could be next. Tracking continues through the Annual Barometer and the Roadmap to Equality e-newsletter.

Momentum to get the last two member states to sign:

The Gender Links Mauritius Office working with MWO-GEMSA, the Alliance focal network in Mauritius, played a pivotal role in the passing of the Local Government Act providing for a quota of 30% women in elections scheduled for July. This necessitated a constitutional amendment removing a key stumbling block to Mauritius signing the Protocol - see <http://www.genderlinks.org.za/article/a-giant-step-towards-gender-equality-local-government-act-provides-for-legislated-quota-2012-05-29>. The Alliance focal point in Botswana led by the Botswana Council of NGOs (BOCONGO) has crafted a strategy for putting pressure on the Botswana government to sign.

Holding governments to account through the SGDI:

The third Barometer produced in 2011 helps the region establish a monitoring and evaluation mechanism against which progress can be measured. The innovation, the Southern Africa Gender Development Index introduced in the 2011 SADC Gender Protocol Barometer provides a measurement towards attainment of gender equality against the SADC Gender Protocol 28 targets. Based on 23 indicators across six sectors, the SGDI puts SADC at 64% of where they need to be towards meeting the 28 targets 2015.

Implementation: Seychelles developed a draft gender policy which is the first to be completely aligned to the SADC Gender Protocol targets set for 2015. Namibia officially adopted its policy. Namibia and Seychelles have blazed the trail in SADC by drafting gender action plans that are aligned to the SADC Gender Protocol.

Namibia realigns its gender policy

By Emily Brown



Under the theme "Connecting Girls, Inspiring Futures", young boys and girls of pre-school age commenced proceedings to celebrate International Women's Day, 8 March 2012, with a song conveying a message of love. Together with a strong representation of NGO's, civil society, the Diplomatic corps and governmental agencies, Minister of Gender Equality and Child Welfare Doreen Sioka set the tone for the event when she said: "This is no ordinary day!"

Speaking at the launch of the revised National Gender Policy (2010 - 2020), President Hifikepunye Pohamba said that the Policy is one of the Namibian Government's most important interventions to address injustices caused by gender imbalance in society. According to Namibia's Head of State, the implementation of the Policy would create synergies for the achievement of national development objectives. The President informed the audience that it is his belief that the people's enjoyment of freedom is compromised when threatened by gender-based violence. Lives, he said, are frequently disrupted by such acts. President

Pohamba said, in light of this social reality, mechanisms have been put in place to empower women. This, he said, required of Government to ensure that the Gender Policy remains current.

Taking stock of what had been achieved through the previous Gender Policy (1997), President Pohamba pointed out that through its implementation progress had been made in terms of a significant increase in the enrollment of girls in primary and secondary school. He said Namibia is on track with regard to the Millennium Development Goals (MDG's), and that such achievements should make us proud.

However, the President cautioned that, despite the existence of progressive laws, the evil of gender-based violence continues in Namibian society. President Pohamba said that when women are empowered, nations are empowered and that this translates into a better and safer world. He added that a gender perspective must consistently be reflected in all our policies and programmes. In this regard, he said, a gender Task Force/Advisory Board on Gender has been established. Furthermore, he stated that the Policy must guide action and the mainstreaming of gender in the National Development framework. This, he said, should lead to gender equality in Namibia.

Section 42 of the revised Gender Policy, which focuses on 'Gender Education and Training', states in paragraph 4.2.17 that the government shall "ensure that curricula, textbooks and all teaching/learning materials are free from gender-stereotyped references and illustrations at all levels of education, including teacher training programmes".

As a media trainer, the launch reminded me of how much we have to do to ensure women's equal voice in the media.

Prior to the 2010 FIFA Soccer World Cup in South Africa, governments in SADC, especially, started to assess the implications of such an event - especially for women and children. In the region we started to see a great deal more coverage of human trafficking and gender violence. Namibia, for example, is one of the countries to have ratified the



Women speaking out.

Photo: Colleen Lowe Morna



United Nations Convention against Trans-national Organised Crime, as well as the additional Protocol to Prevent, Suppress and Punish Trafficking in Humans, especially women and children, in 2003. Act No. 29 of 2004 - The Prevention of Organised Crime Act (POCA) - which criminalises trafficking in persons was also enacted.

According to the "Baseline Assessment of Human Trafficking in Namibia" (Ministry of Gender and Child Welfare, in collaboration with the Ministry of Agriculture, Water and Forestry, June 2009), limited reporting suggests Namibia

may be a source and destination country for trafficked children. But, the magnitude of this problem is not entirely known, even though it is suspected that most of the trafficking victims are children. In a US Department of State Report entitled "Trafficking in Persons" (TIP) (June 2008), Namibia has been designated a "Special Case" because there is insufficient reliable information on the country's trafficking circumstances, even though a trafficking problem is suspected. In terms of the Namibian Study, many of the respondents were completely unaware of any existing legal framework to deal with human trafficking, though some knew of the Labour Act.

Pushing the envelope: Significant progress has been achieved towards the adoption of an Addendum to the SADC Gender Protocol on Gender and Climate Change. The idea is firmly on the agenda of SADC Ministers responsible for Women's Affairs/Gender. This is evidenced by the adopted minutes in November 2011 at a United National Conference of the Parties (COP17) preparatory meeting and per the White Paper prepared by the SADC Secretariat. The Alliance has drafted an Addendum that will be canvassed with civil society before taking to national governments to lobby for language. Gender Links led the Alliance partners in giving inputs into the SADC Regional Strategy on Climate as agreed by the SADC Climate Change Positioning Workshop to ensure that the strategy was gender sensitive. These suggestions were forwarded to

the Senior officials meeting and adopted by the Ministers meeting.

Strengthening civil society: GL has contributed to strengthened capacity of civil society, especially gender NGOs to demand that governments deliver on commitments against the provisions of the Protocol through signing a total of 23 MOUs with Alliance focal networks in 15 SADC countries National Focal. Of these eight are sector MOUs as targeted in 2011.

"GL continues to be a mouthpiece for many women organisations in SADC region. We are happy to see how GL programmes have impacted positively on various women by asserting them in various skills". - Diana Musindarwezo, Executive Director - FEMNET based in Nairobi. A key Africa wide partner of the Alliance

Fact file: Civil society's distinctive contribution



"The citizens of this region are working hand in hand with governments to independently gauge progress made in implementing the gender commitments as an accountability measure; true partnership for development." - Dr. Tomaz Augusto Salomão, SADC Executive Secretary, speaking at the launch of the 2010 Barometer at SADC HQ in Botswana. He is pictured here with GL CEO, Colleen Lowe Morna, Magdeline Madibela, head of SADC Gender Unit.

- In 2005 regional gender NGOS led by GL conducted an audit of the SADC Declaration on Gender and Development that led to a paper on why the Declaration should be elevated to a Protocol.
- Civil society joined the task force formed by SADC Gender Unit responsible for drafting the SADC Gender Protocol and made substantial inputs into the seven drafts of the Protocol.
- In 2008 the Alliance made a major push for the adoption of the Protocol by SADC Heads of State meeting in Johannesburg.
- Soon after the adoption of the Protocol, the Alliance developed a range of IEC materials including pamphlets in 23 languages, radio materials and posters.
- By 2010 all SADC except Botswana and Mauritius had signed the Protocol. In August 2010 South Africa became the ninth country to ratify the Protocol, resulting on the instrument going into force.
- Country focal networks of the Alliance have mounted campaigns for Botswana and Mauritius to sign the Protocol.
- While governments have only submitted one set of reports on their performance against the targets of the SADC Gender Protocol, the Alliance has produced three issues of the SADC Gender Protocol and Developed the SADC Gender and Development Index to press for change.
- The Alliance convened an expert group meeting together with SADC GU and UN Women to develop a methodology and process of costing the SADC Gender Protocol. This has been tested in two SADC countries - Namibia and Seychelles. At the time of writing six other countries had committed to aligning their national action plans to SADC targets.
- The Alliance has single handedly put the issue of Gender and Climate Change on the regional gender agenda.

Movement for change: The SADC Gender Protocol is creating momentum for change in many sectors across society, including Faith Based Organisations.

Churches follow the government lead



"Church leadership is slowly realising that it is up to them to put meat to gender policies, operationalise them and demonstrate to political and other leaders how these issues of gender should be tackled. The church in Zambia is still grappling with how exactly to amplify its voice on issues of gender. We need to start with a baseline study of women in leadership in churches. Women are in churches and they are serving diligently, but we do not see them in leadership. Recently the church mother bodies in Zambia met to discuss how the church could take up MDG 3 on gender equality and specifically address GBV. The church has begun to actively engage on various thematic areas such as quota systems, GBV policy and gender policies." - **Reverend Rosemary Nsofwa, Zambia.** Read more on: <http://www.genderlinks.org.za/article/rosemary-nsofwa---zambia-2012-06-06>

Challenges

The Alliance has remained a loose "coalition of the willing" meaning that commitments to the campaign are not binding and dependent on the will of the Network members. Because the Alliance is not a formally registered Network resource mobilisation is a challenge. While a number of theme cluster leaders have managed to raise resources for the work related to the cluster, much of the responsibility rests with the regional Secretariat.

Next steps

- Work with five more countries to develop costed National Gender Action Plans in the coming year.

- Produce the fourth edition, 2012 SADC Gender Protocol Barometer, as a measure of government's progress towards realising the 28 targets.
- Collect case studies of the SADC Gender Protocol @ Work.
- Canvass the campaign for an Addendum to the SADC Gender Protocol on Gender and Climate Change.
- Produce 12 issues of the *Roadmap to Equality e-newsletter*.
- Strengthen institutional mechanisms and partnerships within the Southern Africa Gender Protocol Alliance and with other strategic partners.

The SADC Protocol @ Work in Mauritius

The passing of the new Local Government Act in Mauritius in 2011 may have opened a way for Mauritius to sign the SADC Protocol on Gender and Development. The Prime Minister of Mauritius Navin Ramgoolam made this link at a meeting with the Gender Links Mauritius and Francophone Director, Loga Virahsawmy held in January 2012.

The Act requires that political parties field a minimum of one-third of candidates of either sex for the general municipal and village council elections expected in July. Articles 12 - 13 of the Protocol aims to achieve equal representation and participation by women and men in all areas of decision-making including the use of affirmative action measures as provided for in Article Five. Mauritius had reservations about signing the Protocol because its Constitution did not allow for affirmative action or positive discrimination. The Constitution had to be amended for the country to adopt the 2011 Local Government Act. This opens the door to the signing of the Protocol. These landmark decisions follow many years of lobbying and advocacy by gender advocates led by Gender Links, MWO-GEMSA and Women in Networking (WIN), the Mauritius Alliance focal point.

The Gender Links Mauritius and Francophone office has been collaborating with the Ministry of Local Government and working with municipalities and village councils as part of the Centres of Excellence in gender for local government initiative. The Minister of Local Government, Louis Herve Aime highlighted how an article by Virahsawmy in July 2011 on the impending Local Government Bill had contributed immensely to the campaign.

Writing for the GL Opinion and Commentary Service the Minister noted: "The article came at a crucial time, as there

was some grumbling going on with regard to the participation of women, as contained in the new law. Some people said that it would be difficult to get so many women candidates while others wondered whether the measures were constitutional. The optimistic and upbeat way that the article was written was definitely a great help." GL is currently running capacity building workshops for prospective women candidates for the elections in a bid to increase women's representation in local government from the current paltry level of 6.4%.

Workshop participant Bamini Kheta wrote: "after these two days with you and having the opportunity to participate I can confirm that I will stand as a candidate for the next village election." Shyamla Naga Ramdoyal said that the training she got from GL "helped me affirm myself, have good communication skills as I need to talk to people a lot and understand their problems."

Satyam Chummum a Hindu Priestess, who participated in a four-day GL Media Literacy and Women in Politics course said: "I realised that I cannot dissociate culture, tradition, religion and the media with gender based violence. I read the newspapers and watch news with new eyes and listen to the radio with new ears."



Leading the way: Prime Minister Navin Ramgoolam (right) at the launch of the "I" Stories in Mauritius with Loga Virahsawmy (left).
Photo: Gender Links

The Gender and Media Diversity Centre

By Saeanna Chingamuka ~ GMDC Manager



Demanding their right2know: Women say climate change issues should be made public - COP17, Durban, South Africa.

Photo: Saeanna Chingamuka



"With the media training I underwent at GL, I am now able to critique media content from a gender perspective. An article that I wrote, analysing two advertisements has since been published in the Gender and Media Diversity Journal Issue 10. The article demonstrates that the media can be held accountable for the way in which they portray women and men. My knowledge base has increased tremendously and that makes me proud. GL has been an eye opener for me!"

Thato Phakela, Lesotho Read more on:
<http://www.genderlinks.org.za/article/thato-phakela---lesotho-2012-06-06>

Gender Media and Diversity Centre Report Card

Sub programmes	<ul style="list-style-type: none"> • GMDC Governance • Write about rights • Media Alerts and Highlights (Media case studies and clippings) • Media Literacy • Gender in Media Education (GIME) 																												
No of Events	Country	Ang	Bots	DRC	Les	Mad	Mal	Mau	Moz	Nam	SA	Swaz	Tan	Zam	Zim	Total													
No of beneficiaries and budget	MALE				FEMALE				TOTAL				BUDGET																
	291				435				726				R1 121 259																
How rated by beneficiaries in evaluations - average scores	Content	Design	Documentation	Facilitation	Group work	Outputs	Outcomes	Learning	Networking	Admin																			
	98%	74%	90%	96%	74%	90%	90%	92%	98%	88%																			
Outputs	Reports		Action plans		Books		Articles		Newspaper clippings	Media alerts and highlights		Photos																	
	12		1		1		303		1041	61		236																	
Outreach	Website hits			Media mentions			Media mentions			Other events attended			No of MOUs with partners																
	110,061			5,214			57			4			10																
Outcomes	<ul style="list-style-type: none"> • Change in attitudes of students and trainers who have undergone gender and media literacy training • A citizenry that understands media freedom and access to information from a gender perspective • Strengthening institutional links among GMDC members • Generation of knowledge from the South on gender, media and diversity 																												
Main risks	<ul style="list-style-type: none"> • Funding for long term knowledge production processes 																												
Lessons	<ul style="list-style-type: none"> • Sustainability • Constant capacity building of journalists 																												
Innovation	<ul style="list-style-type: none"> • Multimedia institutional storage facility • Linking opinion and commentary service with media COEs 																												
How VFM is being realised	<ul style="list-style-type: none"> • Quote comparisons - going with the cheapest all the time • Smart partnerships • Creating project synergies 																												



Saeanna Chingamuka ~ Manager



Daud Kayisi ~ Programme officer

Synopsis

This report gives an overview of the Gender and Media Diversity Centre (GMDC) during the period 1 March 2011 until 29 February 2012. Our mission statement is to create "a more representative, responsive, and professional media as well as citizens, women and men, who are empowered to critically engage with the media." This vision is achieved through the collection, connection, and dissemination of existing knowledge and resources, as well as collaborating on new research and exchanges. Our target users include trainers; training institutions; media practitioners; academics and researchers; students; gender and media activists; and national, regional and international organisations.

Objectives:

The Centre aims to:

- Promote more analytical, responsive, and contextual journalism.
- Produce knowledge products in different multi-media formats and popularise them among its target.
- Use new media to communicate GL's work as well as ignite gender, media, and diversity debates on social media platforms.
- Provide resources that make the links between media theory and practice.
- Build the capacity of citizens, media and journalism students, media, and journalism educators to understand gender and media literacy concepts.

- Develop a culture of critical media production and consumption.
- Offer citizens a platform to discuss pertinent gender issues in society.
- Support and encourage writers to engage with gender issues.
- Publicise the work of media scholars, students and practitioners.
- Develop north-south and institutional partnerships with strategic organisations.

Activities and inputs

Governance

The GMDC advisory group met in May 2011 in Johannesburg. So far, ten institutions and media NGOs have signed Memorandum of Understanding (MOU). Institutions that sign MOUs automatically qualify to become members of the Advisory Group. The rest of the institutions are members of the GMDC. The GMDC also has gender and media activists globally, such as Margaret Gallagher (UK) and Ammu Joseph (India) who form part of the international advisory group.



Kathy Matsika - current chair of the GMDC

During the year under review, the GMDC participated in an initiative led by UNESCO and the International Federation of Journalists (IFJ) to develop gender indicators for the media. The GMDC also took part in the Africa Media Summit. On 19 September 2011, the Africa Information and Media Summit (AIMS), a meeting that brought together the Pan African Conference on Access to Information, as well as the Highway Africa Conference, adopted the African Platform on Access to Information (APAI) in Cape Town. During the year the GMDC held seminars and online debates on the gender dimensions of access to information, winning at least half of the gains that they sought.

GMDC Advisory group as of March 2012

COUNTRY	ACADEMIC INSTITUTION	MEDIA NGO
Botswana	University of Botswana	
Kenya		African Woman and Child Feature Service
Lesotho	National University of Lesotho	
Madagascar	University of Antananarivo	
Malawi	Malawi Institute of Journalism	
Namibia	Polytechnic of Namibia	
USA	Zambian Institute of Mass Communication (ZAMCOM)	International Women's Media Foundation
Zambia	National University of Science and Technology	
Zimbabwe		African Fathers Initiative

Electronic resources

Monthly e-newsletter - Diversity Exchange

Through the monthly e-newsletter, the *Diversity Exchange*, the GMDC is able to keep in touch with the public and partners. To date, 25 issues have been disseminated via the GL list serve. The list serve has over 10,000 contacts. The newsletter has articles that track the changes in the media sector, threats to media freedom, new developments in the ICT field and partner's activities.

Cyber dialogues

During the Sixteen Days of Activism, GL used the GEM Community, an online chat forum, to discuss gender based

"I am interested in the developments of gender and diversity rights in South Africa and the African Continent. It would be fantastic to receive your monthly newsletter."

Karin Zylstra

"The newsletter is wonderful and very informative." - *Prof Carole Ferrier, Women, Gender, Culture and Social Change Research Group*

violence and climate change. The cyber dialogue chat facility connects citizens in different localities who then discuss a particular topic. The GMDC will be using the chat facility to discuss seminar topics so that citizens have a variety of platforms on which to express their views.

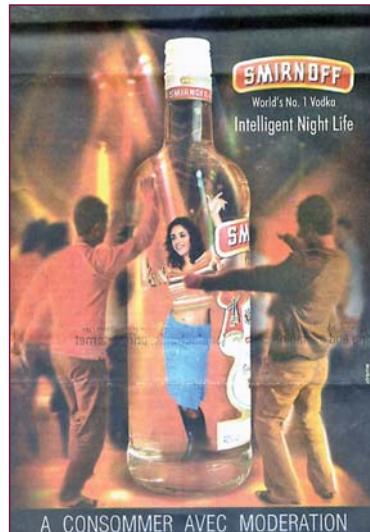
Virtual resource centre

There are three major components to the on-line resource centre: newspaper clippings, media alerts and highlights, and

the research database targeted at media trainers and students.

Databases	February 2011	Collected during the year	Total February 2012
Clippings library	2078	146	2224
Media alerts and highlights	599	61	660
Research	483	96	579

As part of "watching the watch dogs" and building a critical citizenry through media literacy, GL has since its establishment monitored the media. All GL offices engage in this exercise. GL scans and uploads articles that demonstrate best and worst practise on gender in the media in the Virtual Resource Centre (VRC) as clippings and "media alerts and highlights" (these include an analysis). These are stored on a database and can be searched by theme and country.



During this period, the GMDC uploaded 146 clippings and 61 "media highlights and alerts." Media interns and the GMDC classify these articles according to GL's Gender and Media (GEM) classification system into subtle and blatant stereotypes; gender blind and gender aware coverage.

As part of strengthening partnerships that exist with training institutions

in the region, the GMDC has embarked on periodic VRC training sessions with media students. In March 2012, the GMDC trained 63 students from the Malawi Polytechnic and 25 students from the Malawi Institute of Journalism. The students have now been added to the contributors list. The training exercise will be replicated in five media training institutions in the region this year.

The research database is a portal comprising gender and media research from open source university websites. Unique research done by NGOs is also uploaded on this database. The GMDC aims to upload at least ten interesting

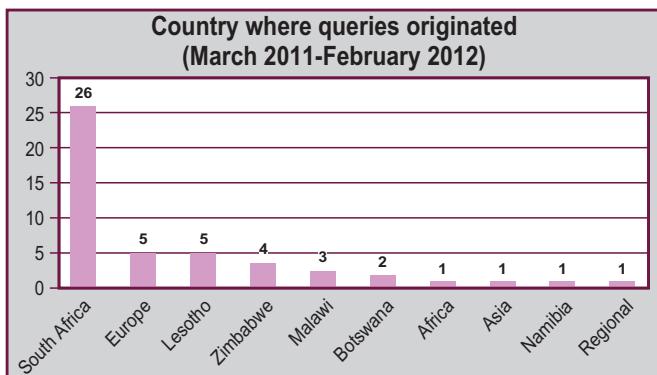
and provocative pieces and came close to achieving this, with 96 pieces of research loaded during the year. Closer collaboration with media training institutions over the coming year will help to achieve this target.

Social media

The GMDC continues to maintain the GL new media platforms, Facebook and Twitter. Different topics are posted on the platforms and some of the popular topics that fuelled debate include gender and advertising; and female genital mutilation.

Electronic help desk

The GMDC operates an electronic help desk. Queries come via e-mail or the website on a wide range of issues including requests to write opinion and commentary pieces; gender and media research; and interviews from students doing research in academic institutions. The GMDC directs users to the right information and responds to all queries within 48 hours.



The GMDC received and responded to 50 queries during the period March 2011 to February 2012. As illustrated in the graph, the largest number on queries came from South Africa - see example alongside:

Gender eye on the budget

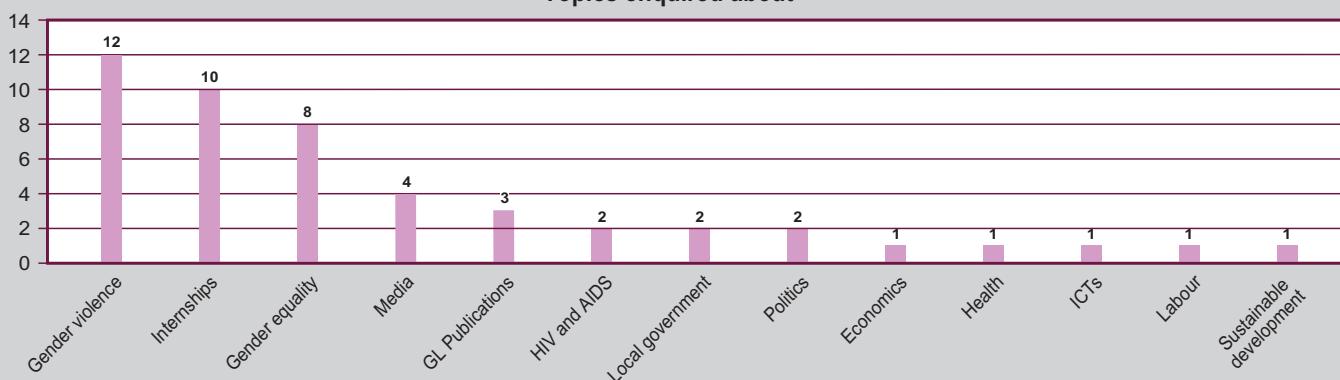
In March 2012 SANGONET Executive Director David Barnard wrote to Colleen Lowe Morna, CEO of Gender Links: "The Minister of Finance, Pravin Gordhan, will present the 2012/3 National Budget speech on Wednesday, 22 February 2012, in Cape Town. As in the past few years, SANGONET will produce a special edition of our weekly NGO Pulse e-newsletter to highlight various civil society responses to the National Budget. I would therefore like to invite you or one of your colleagues at Gender Links to contribute a short article (a few paragraphs) or press release focussing on a specific issue in the National Budget relevant to your core work."

The CEO forwarded the query to the GMDC. GMDC Officer Daud Kayisi wrote an article submitted to SANGONET

and published on the GL Opinion and Commentary Service platform. Barnard responded: "Thank you very much for your contribution last week in response to the 2012/3 National Budget. To view the article on the NGO Pulse Portal, refer to <http://www.ngopulse.org/article/gender-links-comments-20123-budget>. To view other NGO responses to the 2012/3 Budget, refer to <http://www.ngopulse.org/group/budget-2012>. Please continue sending us information about your organisation's work (e.g. articles, media releases, vacancies, etc.) on an ongoing basis for inclusion in NGO Pulse."



Topics enquired about



The graph above shows that most queries concerned gender violence and internships. The reason is that in 2011, GL launched a unique study titled *The War at Home: Gender Based Violence Indicators Project (Gauteng Research Report)* which generated a lot of debate. The GMDC manages GL's internship programme, and continuously receives queries from potential candidates (see later section in this report).

Resource Centre

The Centre collects unique publications on various gender, media, and diversity issues. The publications, which come in the form of books, periodicals, journals, and magazines, are classified using the Dewey Classification System.

Publications databases	February 2011	Collected during the year	Total February 2012
Publications	1146	116	1275

During the 2011/2012 financial year, the GMDC uploaded 116 publications: about ten every month. During the coming year, the GMDC will market the library to academic institutions in and around Johannesburg.



IWD event at the womens jail, Constitution Hill in Johannesburg.

Photo: Tinashe Padare

Seminars

The GMDC continues to provide platforms for citizens to discuss pertinent gender, media and diversity issues. These seminars are in line with the GMDC's vision to disseminate and create knowledge; connecting people with the relevant information and promoting collaboration that allows citizens to engage. A total of 624 people 62% women and 38% men attended the GMDC seminars. Themes covered included:

- 50/50 debate on women in politics in the DRC, Mauritius and Lesotho.
- Launches of the Gender and Media Progress Study (GMPS) in Swaziland, Tanzania and Mozambique.
- Gender and climate change in Botswana, Swaziland, Mauritius, Zimbabwe and Madagascar.

- Gender, media freedom and Access to Information seminars in DRC; Mauritius; Namibia, Tanzania and South Africa. The Access to Information debates solicited inputs for the draft African Platform on Access to Information (APAI) document submitted to the committee drafting the declaration adopted in September 2011. The

The GMDC has undertaken a comprehensive audit of the losses and gains in APAI in the current issue of the journal, showing that about half the recommendations made it into the document, that otherwise would have been totally gender blind. Below is an example of strong language on gender in the final Declaration:

Counting the gains: Gender and access to information



"Governments, civil society and the media have an obligation to facilitate women's equal access to information, so that they can defend their rights and participate in public life. Civil society organisations should be encouraged to

make the best use of access to information mechanisms to monitor governments' fulfilment of commitments to further gender equality, to demand the enhanced delivery of services targeted at women and to ensure that the public funds they are entitled to actually reach them. The collection, management and release of information should be gender disaggregated."

Gender and Media Diversity Journal

The Gender and Media Diversity Journal (GMDJ) is the bi-annual journal of the GMDC. The journal provides up-to-date and cutting edge information on media diversity in Southern Africa and beyond. It is a space for the dissemination of research findings and projects; case studies; campaigns; policy developments; and opinion and debate on media practice in the region. Each journal covers latest developments but also focuses on a different

thematic area identified in consultation with the GMDC advisory group. Two Journals, *Gender, Media, Diversity and Change: Taking Stock* and *Gender, Popular Culture and Media Freedom*, were produced during the 2010/2011 Financial Year.



GL Board Member Emily Brown launches GMDJ 10.
Photo: Themba Dube

None but ourselves can free our minds!



Colleen Lowe Morna

When Agnes Callamard, Executive Director of Article 19, coined the phrase "gender censorship" at the launch of the third Global Media Monitoring Project (GMMP) in 2005, the Fleet Street audience she stood before in London stopped short of pummelling her with tomatoes.

Time has marched on but not much has changed. Since the first global study in 1995, to the latest in 2010, the proportion of women sources in the media has risen from 17 to 25% globally, and from 16 to 19% in Africa. Yet censorship is still viewed through the narrow lens of politically barred content, rather than the broader societal lens of exclusion.

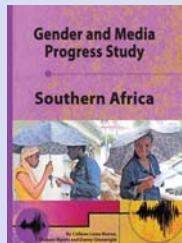
Three studies over the last two years initiated by Gender Links with various partners have provided stark data of the gender gaps in the media. The *Gender in Media Education Audit* shows that there are more women than men in media studies, but many more male than female lecturers. *Glass Ceilings* in Southern African media shows that women constitute 41% of media employees (32% if South Africa is excluded) but less than a quarter of managers and only a handful of board members and top executives.

The 2010 *Gender and Media Progress Study* (GMPSS), a follow up to the baseline study in 2003, confirms the global findings that on average women now constitute a mere 19% of news sources in the region. This study broke new ground by asking some pointed questions about basic media practise, finding, for example, that a

startling 67% percent of news stories are based on single sources.

What are the chances, in our society, that if only one source is consulted, that source will be a man? And how free are societies in which half the population is effectively silenced without us even aware this is so? Do we think twice when a report on a South African TV station tells us about an award for African soccer players at which none of the players showed up, when in fact the top African woman soccer player did show up? Or an article in a Zambian newspaper about elections titled "Peoples views on the elections" in which only men are quoted, and the final caption reads "the best man for the job" (even though two women candidates stood in that particular election).

It is this gender blindness that in 2011 prompted activists to demand that the Windhoek Plus Twenty Declaration state explicitly that freedom of expression must be understood as equal voice for women and men - not just for "people." This plea is strengthened by the Southern African Development Community (SADC) Protocol on Gender and Development that calls for equality in and through the media; gender mainstreaming in policies and training; as well as sensitive coverage of difficult issues like gender violence, HIV and AIDS.



Many a cynical editor argues that gender biases in the media are just "the way of the world," and that no band of NGO crusaders is going to change that! But as Bob Marley might have said: who feels it knows it (so let them speak!) and none but ourselves (caught in this silent censorship) can free our minds. So let's do a little reasoning. Ya mon! - GL CEO Colleen Lowe Morna, writing in the journal.

Gender in Media Education



Gender in media education working group at the World Journalism Educators Conference in South Africa.
Photo: Jennifer Elle Lewis

The GMDC in partnership with UNESCO has started work on the establishment of Gender Mainstreaming Centres of Excellence in Journalism and Media Education and Training in institutions of higher learning in Southern Africa. The process emerged from the *Gender in Media Education Audit*. The Audit measured if and how gender is mainstreamed in journalism and media education and training. The research highlighted gaps and good practices in institutions of higher learning across the region.

GL is working with institutions of higher learning through sustained interventions that bring together curriculum review and development; policy development; capacity building; specific training in gender and media literacy; e-learning courses for trainers; monitoring and evaluation; and the sharing of good practices at the Gender and Media Summit that happens every two years.

Specifically, GL is working in partnership with UNESCO on a project that involves three face to face workshops with journalism and media educators from six Centres of Excellence and Reference. On-line discussions take place in between workshops, through the Community of Practise that has been set up for this purpose. Expected results include:

- Subjects offerings in journalism and media courses that mainstream gender.
- A report on the content and methodology underpinning the training.
- Personal accounts from trainers about the impact of the training and technology on their own learning.
- Courses are publicised and circulated through the COP for other institutions of higher to engage with and utilise.

Walking the talk with the Malawi Polytechnic

A journey of a thousand miles surely begins with one step. This adage applies to GL's partnership with the Malawi Polytechnic, a constituent college of the University of Malawi. The relationship that sprung from GL's 2010 Gender in Media Education (GIME) Research has seen the Polytechnic's departments of journalism and business communication mainstreaming gender in their 14 course outlines (modules).

Further, the Faculty of Education and Media Studies - under which the above programmes fall - and the University of Malawi have included gender in their strategic plans. Meanwhile, processes are underway for the two parties to sign a Memorandum of Understanding (MOU).



Francis Chikunkhuzeni: Championing gender mainstreaming in the curricula at the Malawi Polytechnic.

From the commencement of the project, former Dean of the Faculty of Education and Media Studies, Francis Chikunkhuzeni has driven the process with skill and results. This dynamic engagement is also a good example of Value for Money. The institution has used existing tools to design gender aware course outlines. There is a visible change in attitudes and perceptions among the lecturers and media students of the institution. Students have embraced gender and the media knowledge - they are able to critique media content through VRC writing.

As a result of the successes in the journalism and business communication departments, the Department of Language and Communications of the Polytechnic is also seeking to mainstream gender in its courses.

Gender and Media Literacy Training

The gender and media literacy course is a GL initiative that is undertaken by the GMDC, aimed at creating a critical citizenry that is able to interpret and make informed judgements as media consumers. Citizens are also empowered to create information and their own media messages. In total, 272 women and men, 51% women and 49% men benefitted from the gender and media literacy course in 2011 and 2012.

The Gender and Media Literacy course utilises the *Watching the Watch dogs Gender and Media Literacy Toolkit*. The toolkit consists of binder, "core" exercises and notes. Each module allows for maximum participation and creativity on the part of learners, as well as adaptation to local circumstances. The binder format allows participants, at whatever level or in whichever location, to add material

based on the numerous exercises and assignments. The materials take account of the Outcomes Based approach to Education (OBE).

The objective of the media literacy course is to develop a culture of critical media consumption among different target groups. The tool kit draws from research and training material developed over a number of years on gender and the Southern African media.

In addition, the course equips participants with gender analysis and a range of communication skills including media monitoring, how to take up complaints, design and cost campaigns, and use new media to leverage these campaigns. Trainers who run gender and media literacy mainstream gender in their courses.

Country	Partner	Target	Time Frame	Participants			Examples of projects undertaken
				M	F	T	
Botswana	University of Botswana	Students from the Faculty of Humanities	Over one week	6	10	16	Radio programmes, DVD on gender and media literacy
Lesotho	National University of Lesotho	Media students	Over one week	3	19	22	"I" stories, media alerts and highlights
Malawi	Malawi Institute for Journalism	Media students	One day	15	10	25	Media alerts and highlights
Malawi	Malawi Institute for Journalism	Media students, media trainers, journalists	Over three days	10	12	22	Analysis of songs and folktales, radio programmes, gender entry points for media curriculum
Malawi	Malawi Polytechnic	Media students	One day	33	28	61	Media alerts and highlights
Malawi	Malawi Polytechnic	Journalism trainers	Over three days	10	1	11	Gender entry points for media curriculum
South Africa	African Woman and Child Feature Service	GL and AWCFS	Two days	3	3	6	Production of the conference e-newspaper, Daily Links on Gender and Climate Change
South Africa	University of Limpopo	Media trainers, community radio journalists	Over one week	14	15	29	Gender entry points for media curriculum, draft gender policies for radio stations
South Africa	loveLife	Media producers (print, online, social media, broadcast)	Over ten weeks	10	13	23	Monitoring and evaluation tools for media products, radio programmes, gender mainstreamed in media hub strategic plan for 2011-2013
Tanzania	University of Dar-es-Salaam	Staff at the School of Mass Communication	Over one week	15	12	27	Radio programmes, opinion pieces
Zimbabwe	National University of Science and Technology	Journalism students	One week	15	15	30	Opinion pieces, media alerts and highlights
Total				134	138	272	

The course has been undertaken with citizens, learners, NGOs, women in politics, educators and journalists. GL undertook the course with journalism and media trainers,

students and journalists. In addition, through a partnership forged with loveLife, the GMDC footprint is extending into popular culture.

When one plus one equals three: GL and LoveLife



A specific partnership developed that is helping to change behaviour for the benefit of the GMDC target audience is with **LoveLife**: South Africa's largest national HIV prevention initiative for young people. While attending the Africa Media Summit to market the Opinion and Commentary Service

in September 2012, GL met with senior staff from LoveLife who expressed an interest in working together to mainstream gender in the work of this NGO.

LoveLife programmes are implemented by a national youth volunteer service corps known as groundBREAKERs in partnership with more than 200 community-based non-government organisations, 5 600 schools and 500 clinics across South Africa. These programmes reach 500 000 youth every month through direct face-to-face interaction - and are complemented by an integrated media campaign on TV, radio, print, mobile, outdoor and the web. GL adapted its ten module gender and media literacy course for LoveLife, now drawing up a gender mainstreaming action plan that includes a Monitoring and Evaluation component.

Media Director of LoveLife Dianne Regisford-Gueye wrote:

"Heartfelt thanks and gratitude to Gender Links in providing loveLife with the opportunity to undertake the Gender & Media Literacy Course as a funded intervention designed to work with the Media Content Hub as a lead department to propel and advance mainstreaming gender literacy in institutional practice at loveLife."

"I am glad we were able to complete the course today. Of course, the practice element and the graduation remains but suffice to say it has been a memorable journey and as testified during feedback from the team, a definite shift in thinking has occurred. As the team leader, mine will be to oversee and manage application of the knowledge and fabulous ideas that have been conjured up over the past three days. I will submit a report for knowledge management purposes and will share with you for your records as well."

In the coming year, the training will be a partnership of the GMDC, media training institutions and Gender and Media networks. Universities are often prompted to demonstrate how they are helping the communities that host them. The training will culminate in special projects to be implemented during the Sixteen Days of Activism from 25 November to 10 December 2012. In April 2013 during the Gender Justice Summit, participants will showcase their projects and the best project will be awarded a prize."

Interns: A new generation



GL interns hard at work.

Photo: Saeanna Chingamuka

Among one of the most important functions of the GMDC is to develop a young cadre of gender and media activists through its internship programme that targets media training



Tichakunda Tsedu,
South Africa

Tichakunda Tsedu, is a 2011 graduate of Bachelor of Social Science from University of Cape Town where he majored in public administration, sociology and media. Tsedu would like to become an activist for the promotion of access to information in Africa, particularly to inform Africans about globalisation, political economy of the media and cultural imperialism among other concepts. The young man is a research intern based at GL headquarters office in Johannesburg, South Africa.



Tawanda Mayida,
Zimbabwe (South
Africa)

Mayida joined GL on 15 February 2012 as finance intern. He holds a Diploma in Accounting and Business Management and is currently studying towards a degree programme in Accounting with the University of South Africa (UNISA). His vision is to become a Financial Accountant of a large company. He enjoys travelling and listening to gospel music.



Cynthia Nandi
Kalizinje, Zambia

Cynthia Nandi Kalizinje joined GL from ZAMCOM where she is studying towards a Diploma in Journalism. She moved to Johannesburg to complete her internship before returning to ZAMCOM. She will finish her studies in November 2012.



Goderich Sikwana,
Namibia

Goderich Sikwana just completed his media studies at the Polytechnic of Namibia. Juliane Bockmuhl is a second year student in the Department of Media Technology at Polytechnic of Namibia.

institutions and offers six months of experiential learning. Internships provide an opportunity for students to relate information from their formal courses to the world of work. Interns get the opportunity to observe, participate and perform independently in a supportive environment.

The six month internship programme continues to grow both at Gender Links headquarters, at our satellite offices in Botswana and Mauritius and lately field offices in Lesotho, Madagascar, Mozambique, Namibia, Swaziland, Zambia and Zimbabwe. The process has been that upon arrival, the intern is assigned to a department and supervisor, who provide continuous feedback and liaises with their institutional supervisor. In addition, the intern is given specific projects to carry out and appropriate work with which to assist. In 2011/2012, GL had nine interns, seven men and two women, from six SADC countries - see brief biographies below.



Thandokuhle
Dlamini, Swaziland

Thandokuhle Dlamini joined Gender Links Swaziland in March 2012. He holds a Diploma in Law from the University of Swaziland.



Rúben Covane,
Mozambique

Rúben Roberto De Palnira Covane is a final year student at Eduardo Mondlane University School of Communication and Arts in Mozambique. He is studying towards a degree in Journalism. Covane is a governance intern based at GL Lusophone office in Mozambique.



Tapiwa Alvin
Zvaraya, Zimbabwe

Tapiwa Alvin Zvaraya is a holder of BSc Honours Degree in Local Governance Studies obtained in May 2011 from the Midlands State University. He wants to be a valuable asset at GL by contributing immensely to the Centres of Excellence for local government project.



Loverage
Nhamoyebonde,
Zimbabwe

Loverage Nhamoyebonde, a graduate from Harare Polytechnic, recently joined the Zimbabwe office as an intern.



Juliane Bockmuhl,
Namibia

Juliane Bockmuhl is a second year student in the Department of Media Technology at Polytechnic of Namibia.

Outcomes - the benefits of sustained relations

The GMDC has now been in existence for six years, thanks to generous funding from DANIDA and the DFID Governance and Transparency Fund. During that time the GMDC has forged many cross cutting and mutually reinforcing linkages. A comprehensive external evaluation and impact assessment will take place in 2014. As illustrated in the

example of the National University of Lesotho (NUL), there is emerging evidence that the sustained, cross cutting linkages (the GMDC, media literacy, publications and resources, as well as the internship programme) is creating institutional change that cascades to the rest of society through the outreach programmes of such partners.

Giant footprints in Lesotho

"The gender and media literacy course has empowered young people to be active citizens. The students that we have trained know how to source and use information. They have learnt that information is power and an agent for change in society. Beyond the training, students can also use the skills gained to demand accountability from their leaders."



Watching the watchdogs, Media Literacy at the National University of Lesotho in Maseru.

Photo: Saseanna Chingamuka

The department recently launched the Gender and Media Diversity Journal on gender and access to information with GL in Lesotho. "It should be understood that there are ripple effects to the Gender in Media Education process. We have been able to mainstream gender in the curriculum. We are now teaching our students about gender issues." One of the outcomes of the GIME research in Lesotho is that UNESCO assisted IEMS in undertaking an overall curriculum review, including gender mainstreaming.

These reflections by Sabbie Ntoanyane, the Head of Department of Research, Evaluation and Media at the National University of Lesotho (NUL), underscore the long term importance of the work of the GMDC. The Institute of Extra Mural Studies (IEMS), one of the three institutes at NUL, hosts the department. The IEMS, a GMDC member, aims "to bring the University to the people."

The Department first came into contact with GL in 2009 through the media literacy course ran in partnership with GEMSA Lesotho (<http://www.genderlinks.org.za/article/lesotho-media-literacy-participants-projects-2010-06-24>). One of the lecturers, Violet Maraisane (now GL's Media Policy Facilitator) participated in the training of trainers and assisted in running the course. Held over five days, the course attracted a variety of participants from NGOs, students and members of the general public.

The department also participated in the Gender in Media Education (GIME) research (<http://www.genderlinks.org.za/page/gender-in-media-education-audit-1>) "One thing about GL is that they are thorough in what they do, bringing different processes and methods to research. No one could have ever thought of doing such research. But GL is always brave enough to tackle gender and most importantly in media education", Ntoanyane said. "At a professional level, I have been able to participate in the Gender and Media Summit, which is a good platform to network with media activists and educators from Southern Africa. I have even identified some external assessors for our students through the meetings that are convened by GL."

Challenges

- ICT is the glue of the GMDC, yet ICT culture is not yet fully embedded in Southern Africa. Resources gathered by the GMDC are online and are not accessible to the majority of its target in SADC. For instance, the media alerts and highlights are an important resource in teaching but usage has been very low despite several trainings with students and trainers to popularise them.
- The ICT sector develops at a fast pace. The Centre has to keep abreast of the ICT developments and use them to the benefit of its target. This may not always be easy.
- Curriculum change in academic institutions in SADC is challenging. Some institutions have not reviewed their curriculum in the past five years because of a lack of financial resources. Men dominate in academic institutions and at times gender issues are met with resistance.

The media literacy course has now been extended to first year students (19 female and 3 male) (<http://www.genderlinks.org.za/article/lesotho-gender-and-media-training-workshop-2011-2011-06-24>). Ntoanyane says: "You can see that they are able to make links beyond the course. They try to apply the knowledge and skills in other modules that they learn in class. We will not therefore wait for curriculum review, as this is a long process."

The department has also benefited from the GMDC internship programme through Thato Phakela: "My journey with Gender Links (GL) started in February 2011 soon after completing my studies at the National University of Lesotho. Although I had no idea what was in store for me, I knew that working with GL would change my life completely.



Thato Phakela, Lesotho

"As an intern, daily media monitoring, writing critiques of media products and organising public events were among my core duties at GL. One thing I learnt through media monitoring and analysis is that the media portrays women in a very stereotypical way. Before joining GL, I never found anything wrong with this and all appeared normal to me. Half-dressed women in adverts seemed normal to me. But within a space a month or so, my "gender eyes" were opened and I began to question the media content." Read more on: <http://www.genderlinks.org.za/article/thato-phakela---lesotho-2012-06-06>

Patricia Letsolo, the departmental librarian who participated in a librarian's meeting convened by the GMDC has created a GMDC corner in the library where students and lecturers can access GL publications. Through these several channels GL is able to contribute to developing a critical citizenry: "making every voice count, and counting that it does."

- Signing MOUs has been a challenge because of the bureaucratic nature of academic institutions.

Next steps

- Holding a GMDC advisory group meeting in July, in tandem with the next gender and media educators workshop with UNESCO.
- Signing MOUs with all members, and recruiting new members, such as LoveLife as well as gender and media networks.
- Updating the media literacy toolkit.
- Planning for the upcoming media literacy training, linked to the Sixteen Days of Activism.
- Mobilising resources for the GMDC.
- Broadening the international contacts and networks of the GMDC.

Gender Justice

By Mercy Machisa ~ GBV Indicators Research Manager



Women participating in Sixteen Days March against GBV in Nata in 2010.

Photo: Vincent Galathwe



"Thank you for granting me an opportunity to be part of the delegation to the Gender Links Gender Justice and Local Government Summit this year. I do not only feel great to have been part of it but I feel honoured to have had been recognised as a contributor empowering women and reducing GBV, not only in my country but the SADC region too."

I will endeavour to add to the dream of Gender Links and my country Zambia, therefore commit, and avail myself to everyone who would like to work with me and my organisation in "halving" the levels of GBV by 2015 and even after. If I were to borrow the words of GL CEO Colleen Lowe Morna. If Gender Links will be there even after 2015, I will be there too!"

Mercy Zulu, Life Line Zambia, April 2012

Read more on:

http://www.genderlinks.org.za/attachment.php?aa_id=12946

Gender Justice Report Card

Sub programmes	<ul style="list-style-type: none"> Gender Based Violence Indicators Project Sixteen Days of Activism 																											
No of Events	Country	Bots	DRC	Les	Mad	Mal	Mau	Moz	Nam	SA	Swaz	Zam	Zim	Regional	Total													
	No	2		8	7		6		8	13	4	4	2	8	62													
No of beneficiaries and budget	MALE				FEMALE				TOTAL				BUDGET															
	620				1372				1992				R3 906 619															
How rated by beneficiaries in evaluations - average scores	Content	Design	Documentation	Facilitation	Group work	Outputs	Outcomes	Learning	Networking	Admin																		
	86%	87%	88%	96%	84%	84%	82%	89%	84%	84%																		
Outputs	Reports		Fact sheets		Action plans		"I" Stories		Books																			
	5		10		23		100		Two - The War@Home - GBV Indicators Study in Gauteng and Botswana																			
Outreach	Website hits				Media mentions				No of MOUs with partners																			
	382,558				112				2																			
Outcomes	<ul style="list-style-type: none"> Development of the first comprehensive set of indicators for measuring GBV; testing these in South Africa, Botswana and Mauritius. High level political buy in for using the indicators to strengthen 365 Day National Action Plans to End Gender Violence - for example cabinet directive in Botswana; direct action by the Prime Minister in Mauritius, and GL asked to sit on the newly created GBV Council in South Africa. Strengthening of implementation, monitoring and evaluation, and closer synergies forged between the governance and justice programme with the GBV indicators being cascaded to local level in Botswana; and starting at local level in Zimbabwe (possible Zambia, Lesotho and Seychelles). Conceptual links made between gender and climate justice; awareness, dialogue and debate promoted through the cyberdialogues anchored by local councils and fanning across the region. 																											
Main risks	<ul style="list-style-type: none"> Lack of political buy in to address GBV. Failure of stakeholders to implement proposed actions. Lack of resources to mount a regional advocacy campaign for the adoption of the indicators methodology by countries using findings from the three countries. 																											
Lessons	<ul style="list-style-type: none"> Building and nurturing key stakeholders is critical to promote effective implementation of startegies to end GBV Contextualising methods and approaches towards addressing and measuring GBV. Each country and site has specific contextual realities. These must be integrated into strategies to address GBV. 																											
Innovation	<ul style="list-style-type: none"> Use of Google maps. Use of PDAs. Cascading the GBV Indicators methodology to local level. 																											
How VFM is being realised	<ul style="list-style-type: none"> VFM is being realised through smart partnerships, government co-funding, and long term strategic planning. The Women's Affairs Department (WAD) in the Ministry of Labour and Home Affairs provided human resources and logistic support in the roll out of the GBV Indicators research project in Botswana. The high level of engagement and support from WAD results in high level of ownership of the project. The Sixteen Days of Activism campaign is much bigger than the sum of its individual parts, this is due largely to the extent of smart partnerships and collaboration that occurs throughout the region. 																											



Mercilene Machisa ~
GBV Indicators Research
Manager



Shuvai Nyoni ~ Gender
Justice & Local
Government Manager



Ticha Tsedu ~ GBV intern

Synopsis

The GL Gender Justice programme covers three areas: National Action Plans to end GBV; the GBV Indicators Research Programme and coordinating a regional Sixteen Days of Activism campaign.

Inspired by the SADC Protocol target of halving levels of GBV by 2015 and the lack of baseline measures for doing so, GL and a wide spectrum of partners have conducted baseline studies of GBV in the South African Provinces of Gauteng, Western Cape and Kwazulu Natal as well as in Botswana and Mauritius. GL is now in the process of extending this study to the Limpopo province of South Africa and other SADC countries, but starting from the local level, and aggregating the data into national surveys. This will help to strengthen local *and* national plans to end GBV, as well as create stronger synergies between the governance and justice programmes.

The Sixteen Days of Activism campaign provides an important checkpoint every year to measure the progress made by countries in implementing their NAPS and

identifying key priorities for the next year. The campaign is also a time to advocate and lobby for increased activity, budgets and political commitment to address the high levels of GBV. Through its work on developing NAPS with nine SADC countries, GL has popularised the idea of stretching the Sixteen Days to 365 days of Action to End GBV. In 2011, GL made the link between gender and climate justice through a multi faceted project that included a newsletter and cyber dialogues from COP 17.

Objectives

- To contribute to the SADC Gender Protocol target of halving GBV by 2015 by conducting research on the extent, effect, response, support and prevention of GBV.
- To lobby Government's and civil society to strengthen NAPs based on the findings of the GBV Indicators studies where available.
- To embark on advocacy campaigns such as the Sixteen Days of Activism to create awareness and hold key stakeholders accountable for strategies and action to end GBV.

Activities

National 365 Day GBV Action Plans

The Articles 20-25 of the SADC Protocol on Gender and Development require organisations, communities, and state entities to adopt strategies and targets to address the high levels of GBV in the Southern African region with a target of halving GBV by 2015. One of the provisions is to develop comprehensive multi-sectoral national action plans in all SADC countries. GL has, over time and with support from the UN Trust Fund (this grant came to an end in 2011) assisted nine SADC countries to develop National Action Plans to End Gender Violence. In March 2012 GL facilitated a SADC meeting to take stock of progress to date. The results are summarised in the table below:

NO PLAN	DRAFT	ADOPTED	SUBSTANTIAL PROGRESS ON IMPLEMENTATION	COSTED AND BUDGETED PLANS
Angola	Botswana	DRC	Mauritius	Lesotho
Madagascar	Swaziland	Malawi	Mozambique	Seychelles
	Zimbabwe	South Africa	Namibia	
		Zambia		

Only two SADC countries (Angola and Madagascar) have no plan at all. Three countries - Botswana, Swaziland and Zimbabwe) have draft action plans. There is substantial implementation of the GBV Plan in Mauritius even though it has not been formally costed and budgeted for. Although Mauritius has not formally costed their Plan there has been sustainable implementation over the last four years. Lesotho and Seychelles have costed and allocated a budget to their Plans. Implementation of the plans in Lesotho and Seychelles is underway. The DRC, Malawi, Namibia, South Africa and Zambia adopted National Action Plans between 2008 and 2010. There is little implementation since the adoption of the Plans. The main reason cited for the lack of implementation is a lack of resources.

Challenges that countries are experiencing in implementing their NAPs include:

- Lack of financial and human resources to address GBV.
- Although support services exist for survivors, they are insufficient to meet the demand.

- Lack of costing around GBV and NAPs. Seychelles and Lesotho are the only countries where the NAPs have been costed and serve as an example of good practice.
- Insufficient capacity in to implement prevention, response and support services to address GBV.
- Inadequate monitoring and evaluation on GBV.
- Issues of tradition, religion, custom and culture make it difficult to address GBV.
- The dual legal system in several countries affects the effective implementation of legislation that prohibits GBV.
- In the absence of specific all encompassing legislation, sentencing in cases of GBV is inconsistent, sometimes resulting in lenient sentencing in cases of GBV.

Country representatives identified the following key actions required to implement the NAPs:

- Need for concerted effort to increase political will and buy in from governments to allocate more resources to addressing GBV.

- The costing and budgeting of National Action Plans is necessary in order to increase consistent funding and to track progress.
- There is a need for greater collaboration between the government and civil society organisations.
- Botswana, Lesotho, and Swaziland need assistance getting baseline information, while Zimbabwe, Zambia and Malawi need collaborative and harmonised data

GL joins the SA National Council on GBV



Minister of Women Children and People with Disabilities Ms Lulu Xingwana and Gauteng Premier Nomvula Mokonyane at Government launch in Pretoria, South Africa.

Photo: Colleen Lowe Morna

South Africa is an example of how one SADC country is taking the challenges of implementation seriously. With support from GL, South Africa developed and adopted a 365 Day National Action Plan to End Gender Violence in March 2008. However, as a result of a change in leadership and various controversies over which agency to lead the plan, this largely remained on the shelf.

GL has called on political leaders and key decision makers to:

- Address GBV holistically in their public discourse.
- Allocate budgetary allocations for the implementation of NAPs.
- Support capacity building for GBV service providers
- Ensure the establishment of centralised country GBV databases to allow for reporting on instruments such as the CEDAW and the SADC protocol on Gender and Development.

GBV Indicators research

The GBV Indicators project conducted in the three countries in 2010/2011 is providing baseline information on GBV. Feedback from stakeholders indicates that these baselines fill a critical knowledge gap because the extent of GBV in these countries has mainly been anecdotal. Findings from the GBV Indicators project implemented in the selected countries have been and will continue to be disseminated to assist in strengthening the implementation of the South African and Mauritian national plans. The findings in Botswana were used to review and advocate for the adoption of the draft plan by government.

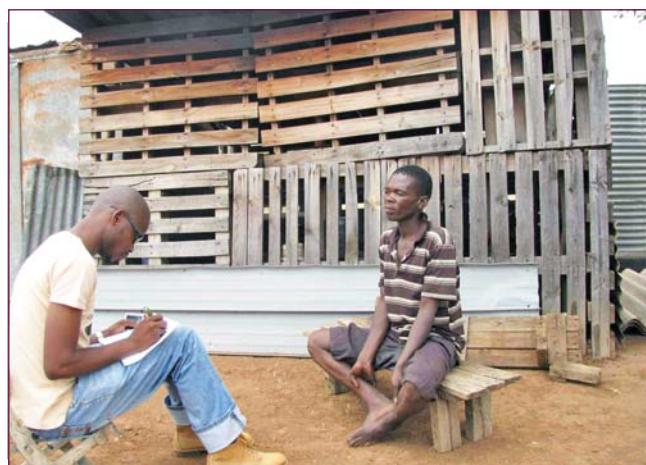
collection.

- Need for increased male participation.
- Sustained monitoring and evaluation to track progress at the national level and to measure change.
- Need for a comprehensive strategy to address human trafficking and abuse.
- Need to educate citizens on the legislation and their rights in order to combat violence and abuse.

One of the key issues concerned the creation of a credible, inclusive structure for addressing GBV in such a large and diverse country. GL consistently advised government and inter-governmental agencies to draw lessons from the National Aids Council that is chaired by the Deputy President, and includes a broad cross section of stakeholders. This Council has turned the animosity that existed between government and civil society into a powerful creative tension that is delivering results, with rates of HIV and AIDS infection finally beginning to decline, treatment, care and support extended.

The Ministry for Women, Children and People with Disabilities created in 2009 undertook a comparative analysis of the NCA and has established the National Council Against GBV in order to provide strategic guidance and to monitor the implementation of all programmes dealing with the elimination of GBV in the country. GL is one of three NGOS in South Africa invited to be part of the founding steering committee.

Described as a "forceful authoritative structure capable of adopting comprehensive measures in addressing all forms of violence against all women and girl children," the ministry says it wants this body to focus on "policy and strategic issues by coordinating all activities on this matter." The body aims to "ensure a comprehensive helping response to victims and survivors of GBV; formulate and implement strategies to prevent GBV with the aim of eliminating GBV by 2030."



Male Researcher interviews a male participant at Tlokweng village.

Photo: Oarabile Monngae

GL uses a combination of research methods to test a comprehensive set of indicators and establish a baseline of GBV in each of the studied areas. These include:

- Prevalence and attitudes household survey;
- Analysis of administrative data gathered from the criminal justice system (police, courts), health services, and government-run shelter;

- Qualitative research of men's experiences of intimate partner violence as well as first-hand accounts of women's and men's experiences, or "I" Stories.
- Media monitoring.
- Political discourse analysis.

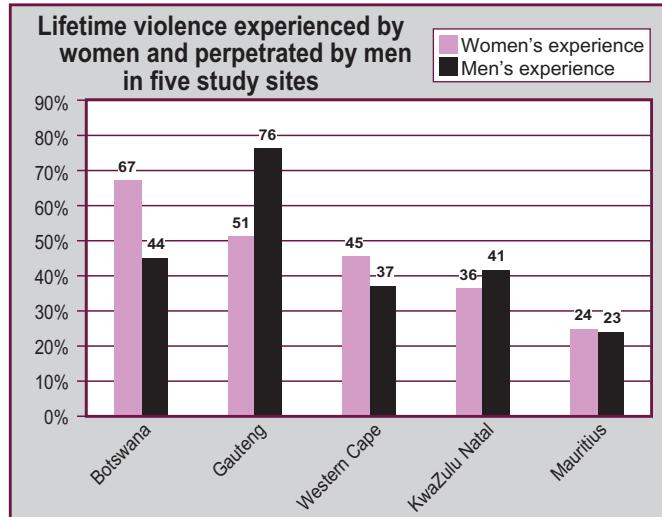
The research triangulates findings to answer key questions relating to extent, effect, response, support, and prevention. The flagship tool is the prevalence/ attitude study, justified on the basis that statistics obtained from administrative data do not cover many forms of gender violence, and even those that are covered are under-reported.

However, the "I" stories, or lived experiences, give a human face to all aspects of the research. The administrative data, media monitoring and political content analysis provide key insights in relevant areas. More about the research and findings can be found on: <http://www.genderlinks.org.za/page/gender-justice-measuring-gbv>.

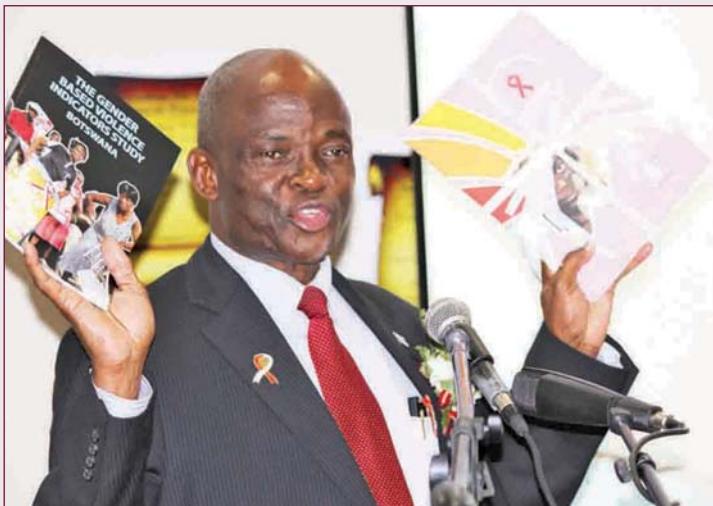
Top line findings

GL has successfully conducted household surveys in the five sites. The results from the survey show that the prevalence of GBV is high and warrants accelerated efforts by all stakeholders.

The chart shows the lifetime prevalence of GBV experienced by women, and the extent to which men concur with these findings. The results range from 67% women in Botswana experiencing violence in their lifetime to 24% in Mauritius, with the three South African provinces in-between. In all cases, and especially in the case of Gauteng, there is a strong degree of concurrence by men with what women say, confirming the validity of the findings.



"Shocking" study on gender violence a call to action in Botswana



Honourable Minister Edwin J. Batshu, Minister of Labour and Home Affairs, launching the GBV Indicators report in Gaborone, Botswana. *Photo courtesy of the Voice Newspaper*

"Shocking!" This is how Minister of Labour and Home Affairs Edwin Batshu described the findings of the Botswana GBV Indicators report showing that two thirds of Botswana women have experienced violence when he launched the report in March 2012. "Rather than be defensive and find ways of distancing our society from the depicted reality, it is wiser to pick the lessons and get to work. In many ways the results of this study are a wakeup call to everyone," he added.

Gender Links conducted the ground breaking GBV Indicators Research in Botswana in collaboration with the Women's Affairs Department (WAD) University of Botswana (UB), Women and Law in Southern Africa (WLSA) and Statistics

Botswana. The Ministry, with support from the UNDP and UNFPA, provided the oversight, staff and logistics for the research, while GL provided the methodology, data analysis, and technical assistance in the preparation of the report. Cost wise, this unique collaborative effort resulted in a 80:20 split between the Ministry and GL.

Most important, the collaboration resulted in a high level of ownership with the Botswana government grasping the nettle on GBV in the same way as it confronted HIV and AIDS head on a decade ago. The pandemic is now on the decline in this Southern African nation well known for its good governance, but still lagging behind on women's rights indicators.

Responding to the research findings Minister Batshu said, "Clearly there is a crisis of confidence. Women are not engaging and so not enjoying the full benefits of the very systems that are supposed to offer them redress. These research findings are a wake up call for all to realise that the GBV challenge looms much larger than individual and isolated stand-alone efforts of conventional institutions with custodial responsibility for safety from GBV. It takes a community to root out GBV."

Launched on the eve of the Botswana Gender Justice and Local Government (GJLG) Summit in March 2012 the report generated wide media coverage. Minister of Local Government (MoLG) Peter Siele committed to "to play our role" as local government is "strategically placed to reach out to our communities in giving the message about the importance of combating GBV."

Mariah Tshosa, an administrator at the Botswana Association of Local Authorities (BALA) said when she read the research report: "my attention was aroused by the statistics and some experiences that women of my age and younger go through. The real life stories that made me want to read more. The stories showed me the reality of GBV as compared to what I always read in the newspapers. All stories were an eye opener to the reality of GBV in our communities. More of such stories need to be told to alert the nation on the rising cases of GBV."

The political discourse analysis in the report showed that only 6% of the speeches by politicians over the last year focused on GBV. With an average of two to three weekly reports or radio discussions on GBV, since the launch of the report, this scourge is now firmly on the political agenda. President Ian Khama has issued a cabinet directive for all ministries to step up efforts to address GBV. The Ministry of Defense, Justice and Security has teamed up with the Attorney General's Chambers to information campaign on the Domestic Violence Act, the Penal Code and GBV services. WAD has committed to use the extensive baseline data generated by the research to strengthen and adopt its draft 365 Day National Action Plan for Ending Gender Violence by the end of 2012.

During the regional Gender Justice and Local Government Summit in April 2012, a Botswana delegation led by WAD



requested assistance in cascading the research to all ten districts of the country, to provide specific data for strengthening local 365 Day action plans to end GBV. This further research is being devised in tandem with a push by GL and BALA to extend the Centres of Excellence for Gender in Local Government to all Botswana's 32 councils. GL's theory of change is that if every community commits to ending gender violence, nations can overcome this gross human rights violation in the same way as positive results are starting to emerge on HIV and AIDS. Botswana again has the chance to lead the way.

2011 Sixteen Days of Activism

Under the global theme "From peace in the home to peace in the world: Let's challenge militarism and end violence against women", Gender Links and regional partners implemented a Sixteen Days campaign in 2011 under the banner, "From peace in the home to peace in the world, end gender violence by 2015!" This twist in theme placed the focus on the SADC Gender Protocol target of halving GBV by 2015.

GL also took advantage of the 17th Conference of the Parties (COP 17) to the United Nations Framework Convention on Climate Change (UNFCCC) being hosted in Durban and launched a campaign to address the gendered dimensions of climate change. The dual campaign aimed to take advantage of the two events taking place together.

After twenty years of commemorating Sixteen Days of Activism globally and just over a decade in the region, partners decided to put on a campaign that addressed the critical questions of what had been achieved in all this time of campaigning.

GL responded to this by working with local authorities across the region, strengthening the links between the justice and governance programmes. Local authorities participated in training designed to develop capacities for using IT for advocacy. Participating councils across the region collaborated with media institutions to connect

Sixteen Days at a glance

- 73 events in 9 countries.
- 23 local authorities in Botswana, Lesotho, Madagascar, Mauritius, Namibia, South Africa, Swaziland, Zambia and Zimbabwe participated.
- 688 participants in cyber dialogues across the region.
- 102,570 GL website hits recorded in November and 86,404 for December.
- 109 "I" Stories primarily on GBV collected.
- 39 GL media appearances.

them with possible sources for stories on GBV in the time leading up to and during Sixteen Days. Media institutions' involvement in Sixteen days activities included training on GBV with the aim of journalists doing more gender sensitive reporting.

This approach to the Sixteen Days campaign created rich synergies for GL programming in both the local government and media COEs. The combined project introduced a potential verification system for local efforts in response to GBV and connected local authorities and organisations to media coverage not often accessible. While it was the first attempt to include media in GBV activities at the local level, initial results demonstrate that combining the local government and media COE activities around GBV will ensure cases of gender violation that often go unnoticed or ignored can be brought to the fore and the media will increasingly report in gender sensitive ways.

Local Government COEs

In 2011, GL sought to ensure that the campaign extended beyond urban centres to reach communities in the often more remote areas of the region as well as make the link with the gender and climate module in the COE's. Gender and Local Government Centres of Excellence in Botswana, Lesotho, Madagascar, Mauritius, Namibia, South Africa, Swaziland, Zambia Zimbabwe hosted face-to- face and online discussions for community members to discuss gender and climate justice.

Gender justice begins at home

"Beware of bursting storm water drains!" warned a sign along the route taken by gender activists marking the start of the Sixteen Days of Activism campaign with a "Take Back the Night" march in Alexandra, Johannesburg.

The notoriously polluted Juskei River that runs through this densely populated, low-income neighbourhood next door to the plush suburb of Sandton in Southern Africa's largest metropolis has witnessed some of the worst cases of rape and murder in the City.

The lighting of candles along the banks could hardly have been more symbolic as the world descended on South Africa for the other major event in November/December- the 17th Conference of the Parties (COP 17) to the UN Framework Convention on Climate Change.

The links are plainly evident in Alexandra, one of the most polluted and degraded living environments in South Africa; also one with among the highest rates of gender violence.

A high-density suburb of 150 000 people mostly living in shacks and make shift homes; Alexandra comprises a roughly rectangular piece of land located about 16 kilometres to the north of central Johannesburg. The area is unique in that it is the only black Johannesburg township located in close proximity to industry and a range of characteristically urban amenities.

The environment plays a role in both physical and psychological health. There is an on going association of Alexandra with crime and violence. Data from the South African Police Services shows the levels of murder, rape, and robbery and housebreaking exceed the average for the nation as a whole.

While the Juskei River should offer opportunities for recreational activities for members of Alexandra and other communities, water quality investigations have indicated the river to be extremely littered and polluted, posing an eyesore and serious health risks to all who use it.



Marchers Take Back the Night Alexandra Township 2011. Photo: Colleen Lowe Morna

Flooding affects Alexandra annually. A large number of informal dwellings have been erected within the flood lines of the Jukskei river. The water level rises rapidly during periods of heavy rainfall, washing away dwellings along its banks. Women and children are the worst affected by the dislocation and attendant diseases - cholera, diarrhoea and other water borne diseases.

The struggles for climate and gender justice in this neighbourhood are like twin sisters. Since 2010, the provincial department of agriculture, City of Johannesburg and City Parks have launched the Upper Juskei River Clean Up project that has involved a high proportion of women, door-to-door awareness and education.

- Excerpt from a commentary by GL CEO Colleen Lowe Morna

Activities included:

- Planning meetings aimed at developing Sixteen Days Action Plans and calendars in 23 councils.
- Identifying ten local sources (including survivors) of GBV willing to be interviewed in 7 countries.
- Collating GBV sources into a directory of sources - for use by journalists across the region.
- 16 training workshops on IT for Advocacy Training.
- Documenting personal accounts of GBV survivors in 23 councils. 109 stories were documented.
- 23 face-to-face discussions on a variety of topics including gender and climate justice.
- Setting up 27 hubs to link into regional cyber dialogues.
- Take back the night marches. Six citizen action initiatives (marches) for awareness raising and safer spaces in communities.

Training journalists from the media COEs on covering GBV

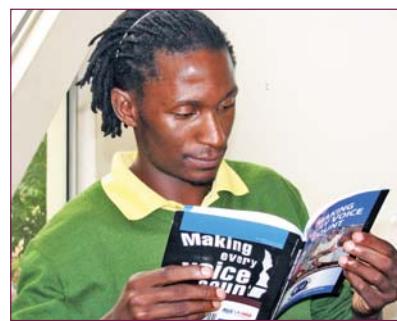
As part of the Media COE process, GL trained journalists and media students to firstly, effectively and creatively cover GBV stories and secondly, to collaborate with commu-

nities and local councils to publicise 16 Days campaigns. Actions to promote local actions to end gender based violence were carried out in 23 councils in 9 countries that were part of the COE process in Botswana, Lesotho, Madagascar, Mauritius, Namibia, South Africa, Swaziland, Zambia and Zimbabwe. Media training was also undertaken in Tanzania.

The work with the media aimed to expand and improve the coverage of GBV. In the 2010 Gender and Media Progress Study (GMPS) GL found that only 4% of media coverage in a month was on GBV out of a sample of over 30,000 news items from 14 SADC countries. Only 27% of the sources in these stories were women. Men spoke more on all aspects of GBV including rape (75%) and domestic violence (76%).

Activities included:

- Training workshops with journalists on gender sensitive coverage of GBV in 7 countries. 156 journalists trained.
- Gathering GBV stories in seven countries and 14 localities.



Kutlo journalist intern at The Echo, Botswana.
Photo: Roos van Dorp

- Visits and collecting stories from local councils during Sixteen Days: staff collected 50 Stories.

Gender and climate justice newsletter and cyber dialogues
Every year during the 16 Days of Activism campaign GL runs daily cyber dialogues, preceded with face-to face discussions. A total of 688 women and men participated in the dialogues, conducted in the three official languages of SADC (English, French and Portuguese) as well as several indigenous languages such as Zulu, Sotho and Shona.

Three days of the campaign in 2011 focused specifically to gender and climate change: 29 November, "Gender and climate justice start with local government"; 8 December, "We have Faith: The role of the church in gender and climate justice"; and 9 December, "Peace begins at home: Gender and climate justice by 2015."

To keep the momentum going GL began the cyber dialogues on other days with an update from COP17 and a discussion

on the key issues raised in the e-newsletter.COP 17, anchored by the GMDC (see previous section) offered opportunities for staff growth.

Comments during the cyber dialogues

"I'm worried about people on the ground, do they understand COP17?" - *Swaziland*.

"Was in a taxi the other day and a guy next to me said he didnt believe in global warming." - *South Africa*.

"We need people who will teach the community on the ground about climate change" - *Namibia*.

"I am of the view that the more you pollute, the more you should pay for the environment!!" - *Buddah male*.

"Lets help people understand this climate change. We should not discriminate who to teach this climate change. It must be gender balanced." - *Gerleen, Mazabuka*.

Part of the action at COP17

By Daud Kayisi, GMDC Officer

When I sit back and think of the things that I will live to remember in my career, the 17th Conference of Parties (COP17) between 28 November and 9 December 2011 tops the list.

I did not go there as a passive observer but to file gender and climate change articles for Daily Links, a Gender Links' Gender and Climate Justice online newsletter. I formed part of a seven-member team that GL had assembled to report on the gendered aspect of COP17 proceedings.

As a journalist, I have always believed that the media is a powerful tool to among other things help bring development to the marginalised people and to empower women through realisation of their rights. The Durban experience equipped me with knowledge and furthered my journalistic skills. Every evening we had diary meetings where we shared news ideas. Daily production meant we had to meet deadlines: a challenge indeed!

I will always remember taking part in COP17 demonstrations on the 3rd of December: people of different races and ethnic backgrounds spoke with one voice and demanded climate justice from people in "blue suits", a term we used to refer to UN main delegates that were convening at the International Convention Centre.

The full effects of climate change for the Southern African region are yet to be realised. Moreover beyond women and other vulnerable groups being the worst affected by variations in weather patterns there is limited knowledge on the links between climate change and GBV. Sentiments shared by Southern Africans during the cyber dialogues and face-to-face discussions were evidence that so much more has to happen where awareness raising on climate change is concerned.

Furthermore the fact that members of the general public remain technically ignorant of its effects demonstrates the urgency of an Addendum to the SADC Protocol on Gender and Development to include this area of climate change. An addendum will provide the platform for SADC member states to conduct relevant research, develop action plans and undertake necessary advocacy and lobbying.



Daud Kanyisi marching for gender and climate justice at COP 17, Durban, South Africa.

Photo: Gender Links

Outputs

- Research reports, pamphlets and commentary pieces.
- GBV Gauteng launched on 22 August 2011.
- GBV Botswana launched on 29 March 2012.

Outreach

- GL is using social networks for example the "Enough is Enough" Facebook page which was created following the outcomes of the Gauteng research. The page is a campaign initiative aimed to promote activism against GBV. To date more than 11,000 people 'like' this page.
- Women 24, SABC News, Iq4 News and Cape Times republished the commentary piece entitled "Police statistics still do not include domestic violence" which called for the South African police to honour their

commitment to include domestic violence statistics in the annual crime reports following the recommendations of the Gauteng study.

- All Africa, Mopane Tree, Silo Breaker, Africa Focus, I4u & African news wire republished the commentary titled "State of Emergency call to end violence against women" which calls for action to address the high prevalence of GBV shown by the Botswana study.
- The justice programme had the highest number of media mentions and website hits in the year under review.
- Following on from the GBV indicators research that includes political discourse analysis, GL is working to ensure high level political muscle in the forward processes - see example of Mauritius below.

Leadership from the front in Mauritius

By Loga Virahsawmy, Francophone Director

After agonising with the results of the GBV indicators research and convinced that Mauritius needed leadership on this at the highest level, I tried my luck getting an appointment with the Prime Minister Navin Ramgoolam. I telephoned his Secretary followed by an e-mail giving some of the gruesome statistics. To my delight, the Prime Minister gave me an audience on 16 January 2012.

I took a dossier of key facts, including several personal testimonies. Two years ago, the Prime Minister launched GL's "I" stories book in Mauritius and insisted that every school in Mauritius have a copy. I knew the profound effect that these first hand accounts had on him.

When we met, I began by thanking the Prime Minister on behalf of the Board of Gender Links for all the progressive laws Mauritius has put in place and especially the amendment to the Constitution and the Local Government Act stipulating at least 33% women on party list. I shared a copy of GL @ 10 with a case study of his contribution to gender justice in the region. I went through the process of the research and the gist of the findings with him. I highlighted that one in four women in Mauritius have experienced GBV.

The Prime Minister suggested that a high-powered committee chaired by himself with the Secretary to the Cabinet and the Minister of Gender Equality be formed to explain the findings. He welcomed the idea of a reference group meeting to finalise the report. The Prime Minister agreed to write the foreword to the report. We left on a very positive note when he confirmed that I could inform my colleagues at Gender Links that Mauritius would sign the SADC Gender Protocol (see Alliance section of the report).

On 8 March 2012, International Women's Day, the Prime Minister told a packed hall in a speech carried on national television and radio: "I got a shock, real shock I am telling



Loga Virahsawmy and Prime Minister Navin Ramgoolam.

Photo: Gender Links

you when Loga Virahsawmy shared the findings of the GBV Report with me. She asked for an appointment and I received her. I must thank her for the hard work she is doing. I have told all my Ministers that they must engage with the report."

Since this public stance taken by the Prime Minister, Mauritian ministries have opened their doors to collaboration, sponsoring workshops on Media Literacy and Leadership Skills for Women in Politics. Plans are afoot for a high-level launch of the Mauritius report, with findings used to strengthen local actions to end GBV through GL's COE process.

Outcomes

Following the Gauteng study, the South African Police Services pledged to:

- introduce a relationship tick box;
- create a category for femicide;
- remove pornography and sex work from sexual offences statistics;
- include a section on domestic violence in annual police reports.

The Government of Botswana has committed to further validate and adopt the draft "365 National Action Plan to end GBV", using the evidence from the research. They have pledged to adopt the plan in 2012/2013.

GL has been appointed to sit on the steering committee of the SA GBV council a multisectoral co-ordination structure under the auspices of the Ministry of Women Children and People with Disability. The Council's terms of reference include the review and evaluate implementation of the revised South African NAP. GL will use the evidence from the research to make recommendations informing the NAP review.

GL has secured funds from SIDA and UNwomen to undertake the GBV indicators research in Zimbabwe's ten provinces, anchored by the twenty Centres of Excellence for Gender in Local Government in the country.

Zambia, Seychelles, and Lesotho have expressed an interest in undertaking the indicators research.

Challenges

A key challenge of this project is that it is a partnership project with a heavy reliance on political buy in for implementation. The scale and nature of the project requires GL to work with credible partners in each country. This is crucial to ensure that the findings are representative of the context. Political buy-in from inception is also critical for ownership of results advocacy and taking forward the recommendations.

Next steps

- Finalise the Mauritius, KwaZulu Natal and Western Cape research reports.
- Convene stakeholder meetings to validate the findings in the Mauritius, Kwazulu Natal and Western Cape research reports.
- Research report launches in Mauritius, Kwazulu Natal, and Western Cape.
- Pursue discussions with UN Women, Malawi, Zambia and Seychelles governments to support the adoption of the GBV Indicators methodology and partner with GL in measuring GBV at country level.
- Fundraise for an advocacy campaign to lobby SADC governments to adopt the GBV Indicators methodology.
- Cascade the first pilot of the local level GBV work in Limpopo province and Zimbabwe.
- Continue to lobby for a local government approach to measure GBV among SADC states.

Diaries of our lives

GL as an institution appreciates that learning is both an active and reflective process. Knowledge creation and learning in GL is anchored on a nexus of experiences (action) and thought (reflection). Reflection allows for critical enquiry, problem-solving, appraisal, isolating trends and creating meaning.

On the eve of the beginning of the 2011 Annual Sixteen Days of Activism Campaign, GL CEO Colleen Lowe Morna, on a trip in Zambia proposed that GL runs "a diary series for the Sixteen Days and COP 17 - daily observations about these campaigns that have a more personal touch". She called on the staff and consultants to contribute to the series.

The great thing about the diaries is that they are just personal thoughts as might normally be written in a personal diary. In addition to being an opportunity to reflect on daily activities, the diary series make distinctive contribution and add to GL's knowledge and learning database.

Among GL's several learning products this year is a collection of the diaries submitted to the editor of the GL opinion and commentary services as part of the 2011 Sixteen Days Campaign diary series, the first of its kind in the evolution of the GL Gender Justice programme. The collection ranges from the GL CEO's early morning reflections on what to say at a day-long seminar to kick off the Sixteen Days in Zambia, to GL Programme Officer Albert Ngosa's long bus ride to

Katete, Zambia, to work with a local council on a Sixteen Day campaign. GL Alliance and Programme Manager Loveness Nyakujaraha Jambaya tells how she had to help her domestic worker find legal assistance for her son detained on charges of rape. The private and the public: there is no divide in the life of an activist.



Albert Ngosa, GL Zambia Programme Officer, with Colleen Lowe Morna, GL CEO, receiving an award at the GL Staff awards, GL Cottages, Johannesburg.
Photo: Trevor Davies

As Debbie Walter reflects "Our jobs are far from done. We must keep reaching further and further, so that no stone is left unturned and no corner untouched". Similarly Albert Ngosa reflects, "We can have workshops all we want, but behavioural change can only be attained once we visit individuals in their communities, enter their living rooms, and most importantly bring more men on board". To read these diaries go to: <http://www.genderlinks.org.za/article/gl-staff-stories-2012-05-27>.

2015, Yes we can and Yes we must!!!

Gender and Governance

By Abigail Jacobs-Williams ~ Governance Manager



Rachel Mwela, Deputy Mayor of Kabwe has launched a clean up of a market centre under big tree, Zambia.

Photo: Colleen Lowe Morna



"The training that I received from Gender Links has actually made a great impact on me, because I think that as a female politician I have always felt that I need to be extra tough to be taken seriously. I am not a tough cookie at all, and I guess that there are some barriers that women politicians do face even though these may not always be visible. After the training, I went home and had a moment to reflect on my journey as a politician thus far. Politics is tough, but being a female politician I believe women bring in sensitivity and understanding that can be lacking in some of our male counterparts."

Councillor Vinolia Fortuin, Mossel Bay Municipality, Western Cape, South Africa. Read more on:
<http://www.genderlinks.org.za/article/vinolia-fortuin-2012-05-28>

Gender and Governance Report Card

No of Centres of Excellence	Country	Bots	Les	Mad	Mau	Moz	Nam	SA	Swa	Zam	Zim	Total										
No of Events	Country	Bots	Les	Mad	Mau	Moz	Nam	SA	Swa	Zam	Zim	Total										
No of beneficiaries and budget	MALE			FEMALE			TOTAL			BUDGET												
	1845			2760			4605			R5,191,458												
How rated by beneficiaries in evaluations - average scores	Content	Design	Documentation	Facilitation	Group work	Outputs	Outcomes	Learning	Networking	Admin												
	89%	89%	90%	90%	88%	87%	86%	90%	88%	88%												
Outputs	Reports	Action plans	Books				DVDs															
	5	23	1- Mozambique ATC COE generic manual				1- GJLG Summit and Awards 2012 DVD															
Outreach	Website hits		Media mentions		Other events attended			No of MOUs with partners														
	7624		89		81			17														
Outcomes	<ul style="list-style-type: none"> Gender and governance is now firmly on the agenda of local government. Ten SADC countries have detailed research and national strategies on gender in local government. Nearly 10% of the councils in the region, covering 22 million women and men, have committed to becoming Centres of Excellence for Gender in Local Government. Emerging evidence shows that the COE process is contributing to gender responsive governance, especially in the immediate localities. Nearly 500 best practices on gender in local government have been shared at the six national and three regional summits held to date. A team of gender champions and gender focal persons have been identified to carry the work forward. 																					
Main risks	<ul style="list-style-type: none"> Regression in women's representation at local level, currently at 23%, with stagnation or backward movement in recent local elections in South Africa, Lesotho and Zambia. Sustainability of gender champions and gender focal persons. Lack of resources to implement the activities of the COE process Delays in council functionality post local elections. 																					
Lessons	<ul style="list-style-type: none"> Registering local offices in the countries that we work in is very beneficial as we are then able to access in country funds that can allow us to not only sustain our work in country, but also cascade programme activities at local level. Local presence is crucial to ensure that we understand the local contexts and it is particularly beneficial having country managers in each country that GL works who know the languages, understand the contexts and are able to navigate sometimes-difficult terrains. Partnerships are important in ensuring buy-in to gender strategies and action plans at the local level, not only to ensure implementation of the action plans, but also the sustainability of the initiatives. 																					
Innovation	<ul style="list-style-type: none"> For the first time in 2012, GL piloting the in-country mini summit model. This increased participation by a factor of five and reduced cost per head by two thirds. Use of ICTS (such as skype) to manage long-distance operations. 																					
How VFM is being realised	<ul style="list-style-type: none"> The Governance Programme receives in-kind support from our partners. In many cases GL does not pay for catering, workshop venues, photocopying or the transport of councils and officials to workshops. For example in Mauritius, all the village workshops to take advantage of the new quota for women in decision-making are now being catered for by the government. 																					



Abigail Jacobs-Williams ~ Manager



Justine Samuels ~ Intern

The gender and governance programme has grown out of several research and advocacy projects aiming to promote equal representation and effective participation of women in decision-making. The programme stems from a niche identified in local government- the sphere of governance closest to the people yet one under researched. The programme has grown into a regionally recognised programme that brings together GL's core programme work in holistic ways through the Centres of Excellence for Gender Mainstreaming in Local Government process.

The COE approach includes a unique blend of research and evidence, applied to strategies and action planning, with on-the-job capacity building and applied learning, vigorous Monitoring and Evaluation, affirming of good practise, and sharing of learning at the annual summits. Emerging evidence suggests that this is an effective and sustainable model.

Action plans are being strengthened through additional content and practise on climate change and sustainable development; care work and local economic development. GL is also strengthening the IT skills of councillors as part of the communications component.

Learning from the first phase has been incorporated in the second phase that has expanded the original six phases to ten phases. GL is on the verge of an exciting new phase - cascading the GBV indicators research to the local level to strengthen 3565 day local action plans to end GBV.

Objectives

- Raise support for in-country Gender Justice and Local Government summits held in March each year, starting in 2012.
- Raise support for the roll out of the COE's to at least half of the 977 councils in the region by 2015, being the deadline for the achievement of the 28 targets of the SADC Protocol on Gender and Development.
- Popularise and enhance application of the SADC Gender Protocol through the village workshops that accompany the COEs and incorporating the Protocol targets into the local action plans.
- Test GBV indicators at the local level and use the findings to measure impact of gender and local government

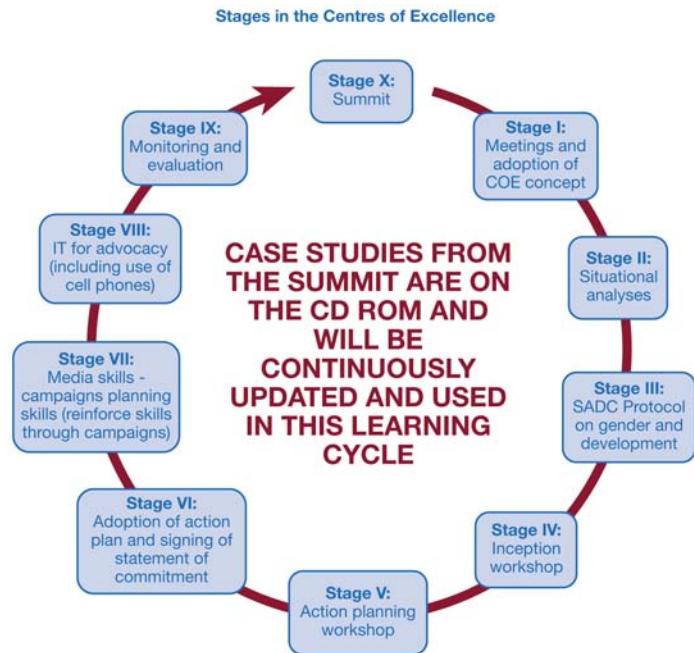


initiatives, as well as build up databases used to gauge the level of gender violence at national level.

Activities

Following the initial phase of this programme that involved research, national level strategies and district level action plans, GL is now working with 143 local councils directly. GL aims to expand this to 300 by 2014 to cover about one third of the councils in the ten countries.

The COE process



The COE process has expanded from six to the ten stages shown in the diagram. Key changes include:

- Content of the action plans broadened to include local economic development including care work (the unwaged work of women) and climate change.
- The strategic communications module now has a specific module on IT aimed at ensuring proficiency and capacity building in this area.
- The targets of the planning framework have been aligned to the SADC Protocol on Gender and development.
- Monitoring and evaluation is strengthened through administering scorecards at the beginning and end of the process. GL now proposes to strengthen this even further by monitoring the prevalence and attitudes towards GBV at the beginning and end of the process. The aim is to show that community by community the SADC Gender Protocol target of halving gender violence by 2015 can be achieved.

Key principles include:

- **Political support:** Getting buy-in at decision-making level.
- **Evidence-based approach:** Conducting situation analysis that is council-specific and helps to address the needs of that council.
- **Context specific interventions:** Conducting council-specific gender and action plan workshops that localise national and district gender policies and action plans.
- **Community mobilisation:** SADC Gender Protocol village level workshops that sensitise communities on the

provisions of SADC Gender Protocol, empowering them to hold their councils accountable.

- **Capacity building:** through on-the-job training with council officials and political leaders.
- **Application of skills:** Assisting councils and communities to apply these new skills through running major campaigns, for example the 365 Days to End Gender Violence; the 50/50 campaign. .
- **Monitoring and evaluation:** Administration of scorecards and other monitoring and evaluation tools that can be used to measure change in the immediate, medium, and long terms.

• **Knowledge creation and dissemination:** Working to gather and disseminate best practises, and case studies that are presented at the annual Gender Justice and Local Government Summit and Awards that provide councils and communities with a platform to learn from each other on how to empower women and end violence at the local level.

• **Cascading the COE's:** GL is working with local government associations across the region on innovative strategies for cascading the COEs, including working through gender focal points of the associations and peer support.

Teamwork and dream work in Zambia

In Zambia, GL staff work from the offices of the Local Government Association of Zambia (LGAZ). The strong partnership that has developed demonstrates the mutual benefits of working with and through local associations.

In 2008, LGAZ developed a policy and action plan for women in local government but the organisation lacked resources and the relevant technical competencies to implement the plan. When GL came on board, the COE model provided possible solutions.

Addressing gender issues within local authorities answered questions on improved service delivery to the public. LGAZ saw GL as an important partner to work with especially in the area of gender mainstreaming in Local Government. Inputs made into the Zambia Coalface research also demonstrated that it would be mutually beneficial for GL and LGAZ to work together.

LGAZ CEO Maurice Mbombela says that the result of LGAZ and GL's collaboration there has been significant improvement in the way the organisation approaches and



LGAZ CEO Maurice Mbombela at the Zambia Gender Justice and Local Government Summit.
Photo: Colleen Lowe Morna

addresses gender. One key example is the recent inaugural Gender Justice and Local Government Summit for Zambia.

There have also been some positive unintended outcomes. LGAZ staff have benefitted immensely from the information technology skills of the Zambia Programme Officer, Albert Ngosa. He assisted in rebranding the organisation's website. GL staff contribute to weekly LGAZ staff meetings. Team work in Zambia is making the dream work!

The Gender Justice and Local Government Summits

ANNUAL SOUTHERN AFRICA GENDER JUSTICE AND LOCAL GOVERNMENT SUMMIT

“365 days of local action to end violence and empower women”

www.genderlinks.org.za

GL broke new ground in 2012 with the hosting of Summits in six countries - Botswana, Mauritius, Namibia, Zambia and Zimbabwe before the regional Summit. This approach greatly expanded the reach and visibility of the work, enabling five times more participants to participate, expanding partnerships and raising the visibility, ownership and impact of the work in-country.

Item	2010	2011	2012		
			Country Summit	Estimated Regional Summit	Total
Total number of entries	109	124	350	110	460
Total number of categories	6	8	10	10	10
Total number of participants	200	231	703	280	983

The table shows that:

- The number of participants has grown from 200 in 2010 to 983 in 2012, as a result of the country summits.

Local government weights in on gender and climate change

Johannesburg: 25 April 2012 - Participants to the 2012 Gender Justice and Local Government Summit have urged SADC Heads of State to sign an Addendum to the Protocol on Gender and Development on Climate Change this August when they meet in Maputo, Mozambique.

The Addendum commits governments to acknowledge that climate change affects women most and therefore mainstream gender in mitigation and adaptation efforts. The 280 participants from ten Southern African Development Community (SADC) countries also signed a petition that will be presented to the region's leaders when they meet for the annual Heads of State Summit in Maputo in August.

Declaring that "climate justice equals gender justice" the participants said that the SADC Protocol on Gender and Development, which has 28 targets to be achieved by 2015, is "not comprehensive enough on matters of sustainable development. This issue has become increasingly pressing since the adoption of the Protocol in 2008. The Protocol is a living document that should respond to the needs and concerns of citizens at any given time."

Taking place against the backdrop of Earth Day and Green Office week, the summit demonstrated its commitment to "going green, going clean" through a panel debate, documents put on CD instead of being printed, and a memory box of "the world we would like to see by 2015." Participants conducted a paperless online evaluation and cyber dialogue.

Convened by Gender Links under the theme "365 Days of Local Action to End Violence and Empower Women" the Summit condemned in the strongest terms the gang rape of a young woman with a mental disability in Soweto on the eve of the summit. The gruesome incident, captured on cell phone video went viral around the world.

In a session on "Making IT work for gender justice" summit participants, who came from 44 municipalities around

- The number of entries has increased from 109 in 2010 to 460 (350 in country, and 110 at the regional summit; some winners from country summits and other lateral entrants from countries that did not have country summits).

- The number of categories has increased from six to ten.

The 2012 country and regional summits took up the theme of climate and gender justice, in the content and way of work (see excerpts from press release).

"Gender Links has vast experience in Gender Equality issues in the region and it has structures that reach out to the grassroots. There is no legitimacy that exceeds reaching out to local levels as this gives authenticity. Gender Links identifies with ordinary women on the street." - *Sifiso Dube, CIVICUS, judge at the Zimbabwe and regional Gender Justice and Local Government Summits.*

Southern Africa "took back the tech" by getting E Mail addresses, getting on face book and twitter, and learning how to create and disseminate their own content. "The Internet is used in unspeakable ways to violate the rights of women," participants noted. But it is a free space that we need to claim equally vigorously to promote women's rights.

During the IT session GL launched a journal on Gender, Popular Culture and Media Freedom with numerous examples from around the region of how new media and popular culture are being used in progressive ways.

At the opening ceremony on 23 April, the Minister of Women, Children and People with Disabilities, Honourable Lulu Xingwana commended the work being done through the Centres of Excellence for Gender Mainstreaming in Local Government.

She further pointed out that this is a significant task that SADC citizens have undertaken because the points of actual service delivery are at the very local and community level. It is therefore critical that issues of women's empowerment and gender equality are mainstreamed at this level.



The Minister of Local Government, Urban and Rural Development in Zimbabwe, Dr Ignatius Chombo added that he is "always gratified to learn of practitioners who have found a better way of doing the things that we do. Local Government is a dynamic field and if we are not innovating, then we are not serving."

Chombo said that the SADC Protocol on Gender and Development is a useful instrument aimed at levelling the playing field for women and men in development. He cited the examples of the Vice President and Deputy Prime Minister of

Zimbabwe who have been to the maternity ward and who still spend time in the kitchen without in any way impinging on their ability to handle their senior position in national and international matters.

Cascading the COE's within each country

There are 977 councils in the ten countries that GL is working in. GL has set a target of reaching half these councils by 2015. GL has canvassed several avenues that for cascading the COEs. These involve working with and through the existing structures of local governments and councils through Training Trainers who would consist of:

- **Gender focal points**, where these exist, in provincial or district offices of local government associations;
- **Gender champions**, who have emerged from the first phase of COE work. By having gender champions that function within these councils it becomes possible and also easier to sustain the COE activities and hold partners accountable for ensuring the cascading and ownership of the COE process.

From mid 2012, the strategy for cascading the COE's will be reviewed to include:

- **Peer learning** amongst councils, both vertically and horizontally, as it is important for councils to be able to learn from each, use each other as resources as well as transferring skills from one council to another in light of the fact that each of the 10 countries are made up of so many councils. Although GL will not be able to reach all of these councils, each council can reach another through peer learning and should be advocating for peer educators to reach the other councils within the countries.
- **Twinning arrangements** between larger and smaller COE's. These details are being worked out within each country.

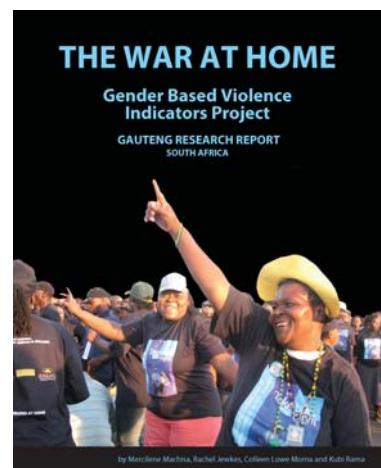
"Our reasons for partnering with GL are that this organisation is fighting for a good cause, and it is fast in action. GL works with us and not for us. They are always available when we are in need."

*Anooradah Pooran,
Association Pour
l'education Des
Enfantes, Mauritius.*

GBV indicators at the local level contributing to national surveys

GL is seeking funding in-country to run the GBV indicators research in each of the COE localities to strengthen the M and E component. The theory of change being tested here is that by instituting a holistic approach to gender equality at the local level that includes the empowerment of women and changing the attitudes of men,

gender violence will deescalate. This is perhaps the most important measure of the success of the COE process.



The added advantage is that if the full attitude/prevalence survey is administered in enough communities, this will add up to an overall national GBV prevalence survey. The research thus serves a dual purpose: understanding the specific dynamics at a local level as well as building up a national picture. For a national survey, there are other components of the research methodology that can be added: including media monitoring and political discourse analysis. The flagship tool of the research is, however, the prevalence/attitude survey. In Botswana (see GBV section)

SUMMARY OF GL GENDER AND GOVERNANCE COE's JUNE 2012

COUNTRY	EXISTING COE's 2012	PLANNED COE 2012- 2013	TRAINING OF TRAINERS PLANNED	GBV INDICATORS	ELECTIONS in 2012
Botswana	23	6	Yes	Cascading from national to local	No
Lesotho	10	10	Done - work with Provincial District Gender Officers.	Possible -UNFPA	No
Mauritius	9	15	Yes, with gender ministry for upcoming elections.	Done- now need to draw up fact sheets for GBV action plans during cascading	Yes
Madagascar	31	31	Yes; 31 councils are willing to adopt 31 new councils.	No	Yes
Mozambique	7	6	No; process still in pilot stages.	No	No
Namibia	14	10	Yes; need to meet with gender ministry and include regional gender officers.	Possible, if additional funding secured.	No
South Africa	8	(Waiting on funds)	Possibly next year if funding is available. For now focusing on Limpopo as a pilot.	Limpopo will be a test case.	No
Swaziland	12	12	Yes - AMICALL - possible cascading of COE's to 55 rural Tikundla	Possible (UNICEF)	Yes
Zambia	13	7	Yes, possibility of working with new gender ministry.	UNICEF interested -possibly making money available through GIDD.	No
Zimbabwe	14	6	Yes (Sida)	Yes	Possible
TOTAL	143	103			
GRAND TOTAL	246	246			
TARGET	225	225			

For a national survey, there are other components of the research methodology that can be added: including media monitoring and political discourse analysis. The flagship tool of the research is, however, the prevalence/attitude survey. In Botswana (see GBV section) the research is being cascaded from national to local by WAD and UN agencies. The table shows that Zimbabwe will be the first country to pilot the GBV indicators from the ground up. Several other countries and UN agencies have shown a keen interest - for example Namibia, Lesotho, Zambia and Swaziland. Seychelles which does not have elected local government at the present time is another keen contender.

Outputs

- Completed and launched good quality research reports for Madagascar, Mozambique, and Zimbabwe.
- Completed gender strategies for local government in Madagascar, Mozambique, and Zimbabwe.
- 90 participants (3 countries x 30 participants each) were trained as trainers at the launches and strategy workshops in Madagascar, Mozambique, and Zimbabwe. These women and men are part of gender mainstreaming movement that have identified the need to have gender built into policy, practise at local level, and have committed themselves to ensure that this happens in the councils they work and the communities they service.
- At the time of this report, GL had signed up 143 COE's; 103 had expressed an interest.
- GL developed a new generic COE Training Manual that is being customised to each country.
- New content on conflict resolution, Local Economic Development (LED), climate change and sustainable development, including HIV/AIDS and Care Work was added to the COE model and training materials.
- GL hosted two regional gender justice and local government summits and awards in 2010 and 2011. 2010: 103 award entries; 2011: 124 entries, 86 by women, 38 by men in 8.
- In 2011, winners came from nine countries: Botswana, Lesotho, Madagascar, Mauritius, Namibia, South Africa, Swaziland, Zambia, and Zimbabwe.

Outreach

Direct

With 4605 participants (60% women and 40% men) the governance programme has the widest direct reach of all the GL programmes. This is to be expected given the size of the programme, whose indirect reach (population for each of the 143 councils) is 22 milion.

Media

From March 2011 - February 2012 the Governance programme appeared in the media 89 times.

New Media

- Through stage eight of the COE model we empower councils to use the Internet during *16 Days* cyber Participants also get an E Mail address, sign up on Facebook and Skype, Twitter and online petitions.
- Our new IT module on the use of mobile technology helps councils understand how they can use a tool that they use daily as an effective campaign tool to push their causes in a cost effective and practical way.

Website

The Governance website stays current through routine website audits and through keeping the current COE pages that are innovative and interactive. From March 2011 to February 2012 the programme received 7624 website hits. This is expected to increase since the use of google map to locate all the COE's on the GL website and put up a report card on each.

Publications

- Our new generic COE Training Manual has a CD Rom with country specific examples so that case studies and profiles are contextual and relevant to countries.
- The Mozambique research report *Género e Governo Local em Moçambique* is the most updated gender and local government research in Mozambique.



Outcomes

Gender and governance is a GL niche. Through working at the local government level, the Governance programme has singularly put gender on the agenda of local government in Southern Africa, and is localising the targets of the Southern African Gender Protocol through the local-level gender action plans. Although most of the countries that GL works in are signatories to the SADC Protocol on Gender and Development, none have put any processes or activities in place to localise the Protocol. Through the citizen scorecard and SADC Protocol Village Level meetings, GL goes to the average citizen and measures their awareness of the Protocol as well as build their capacity around the Protocol.

When GL began research on gender and local government, the region had no figures or database on women's representation and participation in this critical sphere of governance. Now these figures are known, canvassed, and used for advocacy. Often we receive requests from individuals, organisations, and governments across the region to use or quote our research. GL's work in Lesotho contributed to the modification and retention of the quota for women in local government in 2011.



Cyber dialogues in Lesotho.

Photo: Trevor Davies

In Mauritius, GL is credited with the advocacy that led to a quota for women in local government in the 2012 elections, necessitating a constitutional amendment that

also makes way for Mauritius to sign the Protocol. Emerging evidence from the COEs shows how these councils are becoming more gender responsive in service delivery.

Changing lives through gender responsive governance

This case study concerns verification of 15 Centres of Excellence for Gender in Local Government in Lesotho, Madagascar, Mauritius, Zambia and Zimbabwe (five of the ten Southern African countries where GL runs this programme). In total GL is working with 143 Councils, covering a population of 21, 414, 538 (about one fifth the population of the region), and plans to expand this to 300 by 2014 (about one third of all councils in the ten countries).

The theory of change underpinning the COE process, rooted in the GL research series - *At the Coalface, Gender and Local Government* (see <http://www.genderlinks.org.za/page/at-the-coalface>) is that having women in politics is not a sufficient condition for gender responsive and pro-poor governance. The COE's - see <http://www.genderlinks.org.za/page/centres-of-excellence> - involve a ten stage process in which a Council commits to develop, cost and implement a gender action plan using a Gender Score Card (GSC) to track progress with good practices shared at the annual Gender Justice and Local Government Summit. GL senior managers¹ conducted the verification ahead of the annual Summit, preceded in 2012 by six country summits² (see <http://www.genderlinks.org.za/page/gender-justice-and-local-government-summit-2012>). GL country managers who run the programmes selected a best case, typical case and "slow to start"³ case in each country, as well as a council that is not yet a COE. The councils in the sample cover a population of nearly three million people: 12% in best case, 16% in typical and 72% in "slow to start" councils. The figures are, however, deceptive as the "slow start" category includes one council- Antananarivo - with a population of 2 million, or two thirds of the overall sample.

	No of people	Percentage
Best case	369, 666	12%
Typical	487, 031	16%
Slow start	2,132, 764	72%
Total	2, 989, 461	100%

The COE Verification Tool Kit describes the process and GSC in more detail.

The distinguishing feature of all the COE councils is that they have a gender action plan and the SADC Gender Protocol is well known; as the Mayor of Ivato Aeroport in Madagascar Rasoamaramanana Goddefin put it: "Prior to the COE workshops the SADC Gender Protocol was unknown. Now we are aware of the 28 targets. We have found that the Protocol is a good instrument to work with to attain gender parity." In Chibombo, Zambia, a Council without a COE, managers said they had not heard of the SADC Gender Protocol: "In the rural areas you have to start with changing the attitudes of women, let alone the attitudes of men."

Generally the councils without COE's had lower scores as measured by the GSC (which includes 25 institutional and service delivery gender indicators) than those with no COE's. The best COE's score better than the "typical" and "slow to start" COE's. There are, however, exceptions that highlight the importance of quantitative and qualitative measures in assessing social change.

Verification reports on all the councils mentioned here can be found on the GL website. Compared to those that have not yet joined the programme or have been "slow to start", better performing COE's display various outward symbols of their commitment, like award certificates from summits in their council chambers. Gweru has created a gender resource room; Kapiri Mposhi has started renaming streets after women. Tangible and demonstrable changes include:

Women taking leadership: Women's representation in councils in the sample varies from 7% in Curepipe, Mauritius to 45% in Ramapepe, Lesotho. But across all COE's women reported higher levels of agency; as a women councillor in Ramapepe put it: "Life has changed dramatically since the GL COE process... as councillors we are now empowered to speak out to the community and raise crucial issues that impact on all areas of our lives - family life, land allocation use and gender violence."



Rachel Mwelwa, Deputy Mayor and gender champion in Kabwe, Zambia added: "Everything about me has changed. GL has advised women to wake up from the slumber and struggle to thrive. I now have the ability to do research and to be confident in everything I do. My motto is, yes we can, the time is now!" (see full profile at <http://www.genderlinks.org.za/article/rachael-mwelwa-2012-05-23>).

COE Councils cited several examples of ways in which women are being exposed to leadership opportunities outside political office, often contingent on elections that only happen every five years. Many COE councils have stepped up the appointment of women managers: Gweru now has 34% and Curepipe 40% women managers. Kapiri Mposhi, Zambia, has V-WASH water committees with a 50% quota for women. Beit Bridge, Zimbabwe, has seven-member borehole committees in which at least four members have to be women. In best performing Madagascar council Manjakandria women lead, or are the deputy heads of 10 of the 24 fokontany - the smallest local sub-unit.

¹ CEO Colleen Lowe Morna, COO Kubi Rama, Francophone Director Loga Virahsawmy, Governance Manager Abigail Jacobs-Williams

² Country summits took place in Mauritius, Zambia, Madagascar, Namibia, Botswana and Zimbabwe.

³ GL hesitated to call these "worst case" examples as all are committed to the COE process, but some have taken off more quickly than others.

Access to justice: Like Chipembere in Chiredzi who often takes up cases of "justice denied" to women, Manjakandriana Mayor Eva Ravaloriaka organises mass weddings so that children of unmarried parents can get identity documents and paternal support.

Access to productive resources: A distinguishing feature of best performing councils is the extent to which they keep gender disaggregated data, and use this to inform strategies for eradicating poverty and empowering women, as illustrated in the example from Chiredzi.

Women's access to productive resources in Chiredzi in 2011

	Total	No to women	% women
Housing	364	74	20%
Commercial stands	38	16	42%
Market stalls	500	310	62%

In Zambia where the government has passed a law giving women access to at least 30% of land title deeds, a distinguishing feature of COE's is that these have taken this provision to heart. In Kabwe, for example, GL met several women who had recently been given access to land as a result of the Council's gender policy. Kabwe is also assisting women to access finance through registering women's clubs, assisting then to open bank accounts, and linking them to credit providers like the Copperbelt Environmental Project.

Gender benders: COE councils cited several examples of women and men in non-traditional roles. In Kapiri Mposhi, a woman-owned business had won a road construction tender for the first time. Men are participating in council meetings on subjects once considered "women's issues." Chiredzi and Gweru have formed women's soccer teams. Bietbridge is employing women drivers for the first time. Mayor Eva Ravaloriaka said that in Manjakandriana, "there is no male or female job."

Entrepreneurship: Several of the councils visited, especially the best performers, gave examples of how they are supporting women entrepreneurs. Chiredzi has a targeted plan to help women from the "majarada" into informal trade, and informal traders into small and medium scale enterprises. Josephine Chavari, a single mother of two, described how, with the support of the Council, she has "graduated" from selling in the local market place to becoming a successful cross border trader who shuttles regularly between Chiredzi, Dubai and South Africa. She is also an active member of the local business women's association that supports widows, care givers and vulnerable children.

Health, HIV and AIDS and Sanitation: In Gweru, a male councillor proudly showed GL a partnership project with women in his high density Mutapa ward to provide private sanitation for poor families previously sharing facilities. Gender focal person Unity Jaji said as a result of the gender action plan, the Council kept open a maternal health clinic threatened by budget cuts; this is reducing maternal mortality in Zimbabwe's fourth largest city.

Going green, going clean: Mauritius capital Port Louis and Zimbabwe border town Biet Bridge lead the way on gender and climate justice. Port Louis is undertaking a vast green project in which women constitute 90% of the change agents. In Beit Bridge, Deputy mayor Pat Ndlovu leads the "going green, going clean campaign" in which garbage is collected at central refuse points and sorted by poor women who are turning plastic into soap; cans into trinkets, and paper into building boards.

365 days of local action to end violence: While non-COE councils still struggle to understand the role of local government in ending violence, all COE councils have flagship projects to end GBV and point to tangible evidence of what is possible. Curepipe, best performing council in Mauritius is the only locality with a 24 hot line that provides support and helps to pre-empt atrocities. Kabwe and Kapiri Mposhi have set aside budgets for street lights and clearing of empty fields in areas with a notorious reputation for gender violence. Gweru has turned 90 dangerous empty spaces into gardens, 80% run by women, many of whom are HIV positive. Mavis Ngwaru, one of the gardeners, is a grandmother caring for eight AIDS orphans. "This project is reducing violence and feeding our families," she said.



From killing fields to vegetable gardens: Mavis Ngwaru cares for eight AIDS orphans from her patch in Gweru, Zimbabwe.

Photo: Colleen Lowe Morna

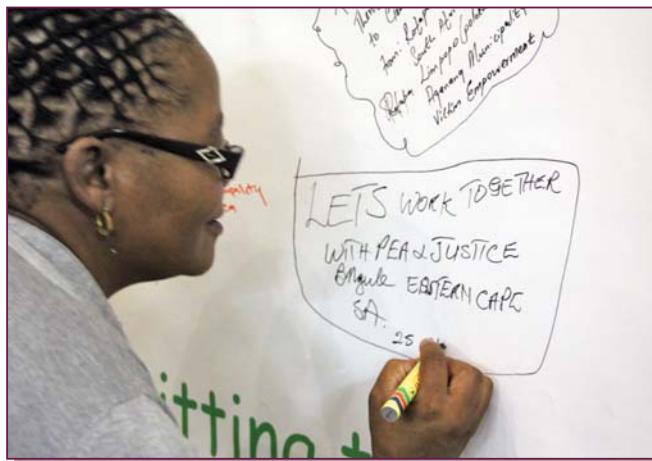
Key barriers and success factors

The verification showed that there is little correlation between the proportion of women councillors and performance as measured by the GSC. For example Curepipe has 7% women councillors, but a GSC of 82% while Ramapepe has 45% women and a GSC of 55%. What the analysis shows, however, is a strong correlation between having political gender champions - like Chipembere, Mwelwa and Ravaloriaka - and strong performance.

Where these champions work closely with officials - like Owen Gwasira in Chiredzi who won a summit prize for his work on GVB - see full profile <http://www.genderlinks.org.za/article/owen-gwasira-2012-05-23> - this makes for even stronger performance. Councils slow to start, like Antananarivo, blame bureaucratic inertia, but that in turn often reflects the lack of a strong gender champion. Another important lesson is that these champions may indeed be men. In Curepipe former Mayor Sik Yuen led from the front on GBV, winning an award at the 2010 Summit, and going on to become Minister of Tourism. His successor Mayor Sunil Kumar Beedassy is now the council's gender champion.

- Excerpt from Gender and Local Government Verification Report

Next steps



Boniswa Ngule at the Gender Justice and Local Government Summit in Johannesburg, March 2012.
Photo: Trevor Davies

- Raise in-county support for the roll out of the COE's to at least half of the 977 councils in the region by 2015.
- Popularise and enhance application of the SADC Gender Protocol through the village workshops that accompany the COEs and incorporating its targets in the local action plans.
- Test GBV indicators at the local level and use these to measure the impact of gender and local government

initiatives, as well as build up data bases that can be used to gauge the level of gender violence at national level. This information is vital for measuring the extent to which countries and communities reach the SADC target of halving gender violence by 2015.

- Identify ten gender champions in each of the ten initial councils and train them as trainers to cascade the COE model.
- Secure in country funding in fully registered countries to cascade the COE model to other councils.
- Strengthen partnerships with local associations, ministries and other key local government stakeholders that will ensure ownership of the COE processes in each of the countries that GL works.
- Cascading the COE process down to at least 100 councils. Ensuring ownership of the process through local associations and key partners.
- Ensure that gender is mainstreamed in local councils, with flagship programmes on gender violence, HIV and AIDS, care work, economic justice, and climate change.
- Develop and maintain local level Monitoring and Evaluation tools used to measure change.
- Gather good practises for the in country and annual regional Gender Justice Summit to be combined with the media next year.

South Africa local government work poised for take off



Thoko Mpumlwana, GL Board Member



Ntombi Mbadlanyana, Country Manager, South Africa

How do you work effectively across nine provinces and 100 million people? Since the start of GL's local government work in South Africa this has been a challenge.

GL's strategy has been to keep a line open with the South African Local Government Association (which frequently faces funding challenges) but also look out for funding sources of its own. At the time of writing, GL had been invited to a second round application process for the highly competitive UN Gender Equality Fund solely for the work in South Africa on gender and local government.

In the year ahead, GL will focus on the Western Cape, Limpopo and Gauteng where its COE's are based. GL will test the idea of integrating GBV indicators into COE work

in Limpopo where the survey is being undertaken amid GL's COE's. Public education and awareness continues through the COE process - see example below.



"What I realised is that I had a stereotype of who an abused person was, and during the workshop it "hit" me, that men too can be victims of GBV. But this took a while to sink in, because we do not see men as victims of GBV, men are tough and strong and men do not cry and ask for help. This made me realize that there could be plenty of men within my community who may actually be victims of GBV, but perhaps they are also very scared to come out in the open. If I had not attended this workshop with GL I do not think I would have actually made that connection at all." *Mark Mentoer, Witzenberg Municipality, South Africa.* Follow link to read more; <http://www.genderlinks.org.za/article/mark-mentoor-2012-05-28>



Mark Mentoer



BOTSWANA

BOTSWANA AND SADC LIAISON OFFICE



Pinky Mekgwe



Keabonye Ntsabane, Country Manager



Roos van Dorp, Programme Officer



Vincent Galathwe, Field Assistant

FACT FILE

Country	Botswana
Board Member	Pinky Mekgwe
Staff Members	Keabonye Ntsabane - Country Manager Roos van Dorp - Programme Officer Vincent Galathwe - Field Assistant
When registered	2009
Alliance focal network	BOCONGO
How many governance COE's	23
How many media COE's	7
Key partners	<ul style="list-style-type: none"> • Women's Affairs Department • University of Botswana - Department of Media Studies • Botswana Association of Local Authorities (BALA) • SADC-CNGO • WLSA • BOMWA • BOCONGO (Alliance) • Botswana Councils of Churches • Botswana Caucus for Women in Politics • FES • UNFPA • YWCA • Women Against Rape • American Embassy



Zubeida Raphael

Zubeida Raphael is the Coordinator of the BALA Women Commission and a councillor at Boswelatlou ward in Lobatse Town Council. She first encountered GL in 2008, at a meeting on developing the roll-out strategy for local government work. She has started going around councils, teaching people about GBV. "My light bulb moment was when I was giving vote of thanks at the National Gender Justice summit. I felt very proud to be part of change taking place in the country," she said. Raphael said GL is responsible for her public speaking skills and the positive attitude that she has and how to counsel people suffering abuse: "I am able to make all this change because I take advantage of every public gathering or pitso and bring up the subject of GBV to get the message across".

Raphael pointed out that GL has educated her on issues of GBV, they showed her that it is real and it is happening in normal families. She added that they gave her tools on how to address both men and women regarding the issue. She said one person influencing her in GL is Colleen since they met at the Big5 Lodge through the very first workshop that she attended. "The way she was explaining made me understand things in a simple way, she made realise how I was connected to GBV, she made me ask myself what I am doing to curve GBV in my country, thanks to her now I can make a difference," she said. Raphael said GL is responsible for her public speaking skills and the positive attitude that she has. - Read more on <http://www.genderlinks.org.za/article/zubeida-raphael-botswana-2012-06-22>

Registered in 2009, the Botswana office manages the work in-country and serves as a point of liaison with the Southern African Development Community (SADC) Protocol on Gender and Development.

Key achievements

The SADC Gender Protocol campaign and barometer report:

With support from GL Botswana and the head office, the Botswana Council of NGOs (BOCONGO), also the country focal network for the Alliance, has developed a strategy for getting Botswana to sign the Protocol. The office also assisted in completing the Botswana Country Barometer.

COE workshops with local authorities

Gender Links and the Botswana Association of Local Authorities (BALA) worked with 23 out of Botswana's 29 local councils in rolling out the Centres of Excellence for Gender in Local Government. Although Botswana is not yet a signatory to the SADC Gender Protocol, village level meetings on the Protocol were held galvanising support from the ground upwards for the Protocol to be signed. Several councils adopted innovative strategies for the Sixteen Days of Activism campaign, showcased at the first Botswana Gender Justice and Local Government Summit in March 2012. Eight winners from Botswana went through to represent Botswana during the regional summit in Johannesburg.

GBV indicators Research:

GL Botswana in partnerships with the Ministry of Labour and Home Affairs, Women's Affairs Department, the Ministry of Health Research Unit and the Central Statistics office, completed the GBV Indicators research in Botswana. Over two-thirds (67.3%) of 639 women who participated in the nationwide survey had experienced violence perpetrated by men: 29% of these in 2011 alone. Launching the report on the eve of the first Botswana Gender Justice and Local Government Summit Minister of Labour and Home Affairs Honourable Minister Edwin Jenamiso Batshu stated: "The findings of this research are shocking. Rather than be defensive and find ways of distancing our society



Keabonye cutting her birthday cake in Botswana.

Photo: Roos van Dorp

from the depicted reality, it is wiser to pick the lessons and get to work. In many ways the results of this study are a wakeup call to everyone." The findings of the research were presented to the Botswana cabinet. GL is now working with WAD on a strategy for cascading the research to district level to strengthen local level plans for ending GBV.

Gender Policies in seven Media houses

The office supports seven media houses in developing gender policies as part of the Centres of Excellence for Gender in the Media. Media COEs conducted field visits and reported on local actions to end GBV as part of the Sixteen Days of Activism campaign.

Key challenges

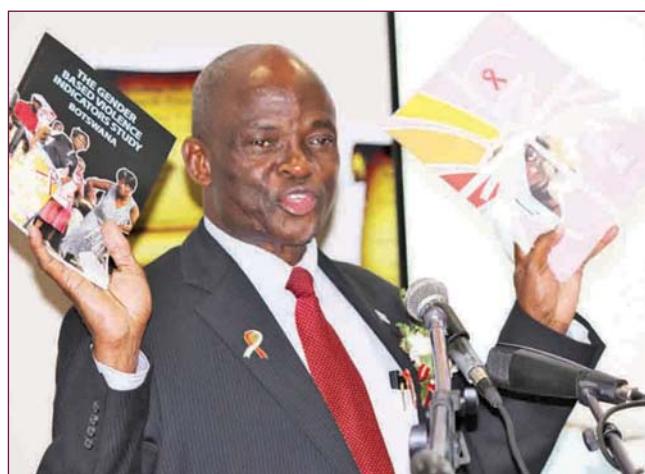
- Botswana is still not yet a signatory to the Protocol. The Botswana office refers to the goals of the country's Vision 2016. However, all our programme work centres on the Protocol, and we continue to measure Botswana against the targets of the Protocol. This sometimes causes confusion.
- Fund raising in middle-income countries like Botswana is challenging; this casts an unfortunate cloud on the sustainability of office operations.
- Working with partners towards common goals, agreeing on times and schedules.

Lessons learned

As our engagement with partner organisations is crucial to the success of our work, we have learned it is important to plan together and keep each other informed on progress and developments. Nurturing partnerships takes time and flexibility, but is essential for successful outcomes.

Key priorities

- Fund raise to sustain the work of the office.
- Continue to lobby for Botswana to sign the SADC Gender Protocol.
- Conduct Training of Trainer workshops and extend the COE's to all 32 local councils (Should this succeed, Botswana would be the first SADC country to enlist every council in the programme).
- Cascade the GBV Indicators Research to the local level and launch local level GBV prevention campaigns.



Honorable minister J. Batshu, launching the GBV Botswana report.

Photo courtesy The Voice



OVERVIEW

By Loga Virahsawmy, Director, Francophone office



Loga Virahsawmy

In September 2008 when the Mauritius Satellite Office opened as a non-profit Foreign Company, little did I realise that the octopus will throw its tentacles in other Francophone countries. The tentacles are there to stay!

The two offices in Mauritius and Madagascar are registered and fully functional. Both countries implement and support all of GL's two major programmes with particular focus on the COE's for gender in local government and the media.

The Mauritian Satellite Office as the "elder sister" tries its best to look after and care for the "little sister" Madagascar (although Madagascar is nothing to compare with Mauritius in size!). The Francophone headquarters in Mauritius provides strategic guidance and technical support to programmes in Madagascar. As in the case of the first Local Government and Gender Justice Summit in Madagascar, the Francophone Director travelled there to guide and support the event. Events during the Summit revealed that GL is well known and respected in Madagascar.

The Madagascar Country Manager, Ialfine Tracoulat, is doing a great job but morale, psychological, and physical support from either Mauritius or GL HQ helps to boost and maintain staff morale.

Funders and the localities that GL works with like to meet senior members of staff from GL. Some localities expressed their wish for the Francophone Director to visit them and get a good understanding of their localities in order to appreciate the difficult conditions within which they work.

Although GL does not have a country facilitator in DRC, UCOFEM, the main partner of GL, and HAM, another partner, are very active. UCOFEM is so active that they use the training received from GL to get their own funding and do media monitoring.

As low income and post conflict countries both Madagascar and DRC have better chances of getting funding. In both countries, funders prefer to work with NGOs than the government, which is opposite to Mauritius. Mauritius, however, is big on in-kind support. The Mauritius office seldom pays for venues. Ministers fund all the Women in Politics Workshops including transport for participants, catering and in some cases accommodation for GL facilitators.

Having worked in both countries, I believe GL can help UCOFEM even more in preparing projects for funding. UCOFEM got its own funding to do in-depth monitoring on Gender and the Media during the Presidential and General elections of 2012. UCOFEM and GL both receive DFID funding. UCOFEM used guidelines from GL's Gender and Media Progress Study (GMPS) to do the monitoring. The report, launched in May 2012, can be accessed on http://gemcommunity.genderlinks.org.za/gallery/main.php?g2_itemId=19994. GL is in the process of signing an MOU with UCOFEM covering various facets of our work in the DRC, especially the media COE's and the DRC Barometer. UCOFEM will be invited to join the GMDC and to collaborate with GL in preparation for the Gender Justice Summit in 2013.

Reconnecting with Seychelles

Although, like Mauritius, Seychelles is technically not a Francophone country, it has Francophone roots and connections, and is geographically close to Mauritius. Over time GL has had a long and productive relationship with the island. GL helped to found GEM Plus, the gender and media network that has anchored several of our gender and media studies on the island. In 2011, GL worked closely with the Gender Unit in Seychelles in aligning its Gender Policy and Action Plan to the SADC Gender Protocol. GL has had discussions with the new Media Council in Seychelles on a gender aware Code of Ethics, and will soon work with GEM Plus in offering gender and media literacy. GEM Plus will also help mobilise for the Gender Justice Summit. As Seychelles (like Malawi) does not presently have elected local government, GL's programme work in Seychelles continues to focus mostly on the media. GL will also offer support to the Gender Unit in the implementation of the National Gender Action Plan.



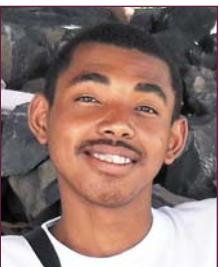
"It's exciting to be starting the year on such a positive note and we shall continue to work hard on refining the Policy and developing the Plan of Action further. I am sure the launching will be good fun with a real Creole flair! We managed to do quite a bit more work when you left on Thursday, although we still didn't finish the security section in my group! Some groups are still working on their bits of the Plan of Action and I will take all this and consolidate with the seventh draft of the Policy to ensure all changes are reflected. Thank you again for all your kind assistance and hard work. It was a pleasure to watch you work, I learnt so much! - Tessa Siu, Head of Gender Unit, Seychelles



MADAGASCAR



Ialfine Papisy, Country Manager



Zotonantenaina Razanadratifa, Programme Assistant



Claudia Rakotonirina, Programme Officer

FACT FILE

Country	Madagascar
Staff Members	Ialfine Papisy - Country Manager Zotonantenaina Razanadratifa - Programme Assistant Claudia Rakotonirina - Programme Officer
When registered	30 June 2011
Alliance focal network	FPFE
How many governance COE's	31
How many media COE's	11
Key partners	<ul style="list-style-type: none"> Program SAHA Association of Elective Gender Sensitive UNESCO UNFPA



"I came to know Gender Links through their first workshop in our council, in August 2010. Since then, our council is one of Gender Links Centres of Excellence. Gender Links arrival to our council has brought changes not only in the council's management, but also in people's vision of gender. Many members of my association have participated in Gender Links workshops, and their knowledge has improved considerably." Follow link to read more; <http://www.genderlinks.org.za/article/angle-lidite-2012-05-18>

Registered in 2011, the Madagascar office supports 31 local government councils and 11 media Centres of Excellence. Thanks to its partnership with the Swiss-funded Programme SAHA, Madagascar worked with 15 Councils last year while Programme SAHA managed another 16. Due to the large number of entries (45) for the 2011 summit, Madagascar blazed the trail in organising the first national summit back in 2011. Learning from this experience, that raised the profile of local government work and broadened partnerships, GL has held six country summits prior to the April 2012 Regional Summit.

In light of local government elections scheduled for November 2012, GL is taking the opportunity to skip to the campaign modules of the COE process through stages of the COE model to mount strategic 50/50 campaigns in 62 councils (the current 31 COE councils as well as an additional 31 using the current COE's as trainers for neighbouring councils).

Key achievements

- Official launch of the Madagascar office in June 2011.

- Strengthened donor and partner relations, with part funding from the UNFPA and UNDP in 2012/2013.
- Requests from other municipalities who wish to become COEs.
- 30 councils have a Gender Action Plan as well as a Gender Based Violence Action Plan.
- National summit organised from 12 - 14 March 2012 with more than 200 participants, 12 winners represented Madagascar at the regional summit in Johannesburg http://gemcommunity.genderlinks.org.za/gallery/main.php?g2_itemId=12853
- Official launch of gender policies in eight media houses.

Key challenges

The unstable political situation in Madagascar.

Key priorities for 2012

Cascading the COEs to 31 new councils using an innovative peer learning model that involves existing councils each adopting a neighbouring council to work with. This "each one teach one" approach will be a first at GL.

"We have worked with Gender Links for so long and you have helped us to be what we are today," says Eva Ravaloriaka, Mayor of Manjakandriana when GL recently verified the Centre of Excellence in the build up to the national and Regional Gender Justice and Local Government Summits that took place in March and April (2012). Although GL targeted the local council, doctors, nurses, trainers and so forth also attended showing the level of commitment. Manjakandriana is currently one of the best performing COEs in Madagascar and also participated at all the three Regional Summits and the first ever National Summit. Manjakandriana won the first ever prize in the COE category at the regional summit in 2011.

In 2008, GL undertook the first comprehensive study on the impact of women in politics in local government in Madagascar. GL profiled the Mayor in *"At the Coalface, Gender and local Government in Madagascar"* (<http://www.genderlinks.org.za/article/at-the-coalface---gender-and-local-government-in-madagascar-2010-06-30>). The research found that local government is a sadly neglected area of the gender and governance discourse with only 4% female mayors and 6% the female councillors. From the launch workshop, GL in partnership with other local government stakeholders developed a local government strategy that sought to address some of the findings of the report and also map a way forward for rolling out the COE model.

As a result of becoming a COE, "the concept of gender is well understood and GL can be proud that both men and women not only work hand in hand in this locality but stereotypes are being challenged," says the Mayor. "There is no male job or female job. With the support and all the training we got from GL, there are now six women heads of fokontany and four women deputy heads of fokontany in the locality."



MAURITIUS OFFICE



Mary Coopan, Gender Justice and Local Government Manager



Mary-Jane Piang-Nee, Programme Assistant



Marie Annick Savripene, Editor



Davinah Sholay, Programme Officer

FACT FILE

Country	Mauritius
Board Member	Loga Virahsawmy
Staff Members	Mary Coopan - Gender Justice and Local Government Manager Mary-Jane Piang-Nee - Programme Assistant Davinah Sholay - Programme Officer
When registered	September 2008
Alliance focal network	Media Watch Organisation
How many governance COE's	9
How many media COE's	3
Key partners	<ul style="list-style-type: none"> Ministry of Gender Equality, Child Development and Family Welfare Ministry of Local Government and Outer Islands Ministry of Environment Ministry of Health and Quality of Life Mauritius Council of Social Services Women in Networking Shelter of Women and Children in Distress Victim Support LEAD Media Watch Organisation All localities of Mauritius Mouvement Liberation Fam Department of Communications Studies of the University of Mauritius PILS (Prevention, Intervention and Fight against HIV and AIDS) Chrysalide Residential Centre National Aids Secretariat (Prime Minister's Office) Solidary Centre



Devi Rungasamy

"I was very excited to participate in the first Gender Links workshop held in my Council of Curepipe. While I had encountered the work of GL in the past, I was very impressed that the Mayor at the time, Michael Sik Yuen made it a must for all of us to attend the full two day workshop, and joined in on a level

playing field with the rest of us participating. I still remember how he committed himself fully to the fight against GBV in our community, and how he presented the council's good practices at the first Local Governance Summit in Johannesburg.

An important shift that has taken place in my association since encountering GL is that now, we always invite male counterparts of participate in our activities. This is because gender affects all of us, not just women, and I understand the importance of everyone working together for change. My involvement with GL has been very strong since 2009. After the first Local Government workshop on GBV at that time, there were a range of follow up workshops, talks, and marches. We even started an initiative called "For a greener Curepipe" that is centered on the gender and climate justice nexus. It will be presented as a good practice in the upcoming Local Government Summit.

I have always been at the forefront of leading others, but in more traditional ways. After I encountered GL and became more familiar with the issue of GBV, I began to see the world differently."

Read more: <http://www.genderlinks.org.za/article/devi-rungasamy-2012-05-23>



Rouben Moonien

"As Chief Health Inspector in Curepipe, I am the Head of Department and have over 300 employees working under me. Before I followed the first workshop with Gender Links, I thought that "gender" meant women, and I was a bit embarrassed to have anything to do with the topic. Little did I realize that gender meant both women and men, and how both sexes are perceived in society, as well as the role of both in society. Gender Links was a real eye opened. I can now safely say that I am gender sensitive, and that this change happened thanks to Gender Links. Two workshops were enough to make me change my perceptions, and also change the way that I work.

Quite a few major structures fall under my remit at work, which means that gender issues form part of my everyday life. I have to make sure that Curepipe is a clean environment with a decent and clean market. Public lavatories must maintain a good standard of hygiene. The cemetery, the crematorium and anything that has to do with sanitation fall under my portfolio. Now, I make sure that both women and men participate in all the work that I do. Women do much better than men in certain jobs. My Principal Health Inspector is a woman and there are another two Health Inspectors who are women. We contract work a lot, for example, for cleaning but I can assure you there are now lots of women in these fields and they do really well."

Read more: <http://www.genderlinks.org.za/article/rouben-moonien-2012-05-24>

Key achievements

SADC Gender Protocol campaign and barometer report: Although Mauritius is not yet a signatory to the SADC Gender Protocol, there is momentum towards Mauritius signing following the quota adopted for the local government elections (see Alliance section of the report.) Civil society continues to track progress against the targets of the Protocol. The office held two reference group meetings in May 2011 and April 2012.

Media

Gender Links signed MOU's with three major media houses in Mauritius joining the COE process: *Le Defi Media Group* with 11 media outlets; the *Mauritius Broadcasting Corporation (MBC)* with over 15 media outlets and *Le Mauricien Group* with four media outlets.

Governance

GL is working with all nine district municipalities of Mauritius in the COE process. Following the adoption of the quota for women in local government, GL has been conducting Gender, Elections and Media Literacy training for prospective candidates for the July 2012 elections. Minister of Local Government, Hon. Herve Aimee, expressed his appreciation of the work of Gender Links in empowering women at Mauritius' first national Gender Justice and Local Government Summit and Awards. GL Mauritius has verified and is strengthening work in all nine COEs. The Francophone Director has held successful meetings with Vice Prime Minister and Minister of Public Infrastructure, Minister of Youth and Sports, Minister of Agriculture, Minister of Social Integrity and Minister of Culture. They have all agreed to sponsor the workshops of Gender Links. Almost all GL's local government work in Mauritius is sponsored through in-kind support.

Gender justice

The preliminary findings of the GBV Indicators Project shows that almost one in every four (23.8%) women have experienced some form of GBV at least once in their lifetime. The results have been shared with the Prime Minister (see Gender Justice section of the report) and are being used to galvanise support to end GBV at national

and local level. GL mounted a spirited Sixteen Days of Activism campaign in Mauritius with high level political support.

Key challenges

- Raising funds in a middle-income country poses challenges.
- Central government funds Councils, therefore councils cannot make budget decisions.
- Getting COE's to sign MOUs.

Key priorities for 2012:

- Reference Group Meeting for GBV Indicators followed by the launch.
- Advocacy, strengthening of Mauritius National Action Plan to End Gender Violence based on the GBV Indicators.
- Launch of the SADC Gender Protocol Barometer.
- Workshops and follow up with all the Media and Local Government COEs.
- Organising the 2013 Mauritius Gender Justice Summit bringing together media and local government work.

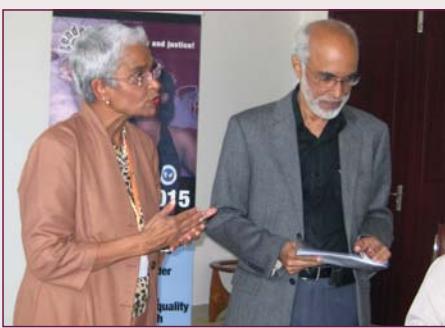


Meghanaiyegoe Veerachetty winning receiving an award from Minister of Local Government Herve Aimee, at the Summit in Mauritius. *Photo: Mary Coopan*

Breaking the silence at MBC

Following workshops on coverage of GBV in preparation for the Sixteen Days of Activism campaign, the MBC embarked on a series of programmes on gender and GBV. The Director General of the MBC, Dhanjay Callikan commented:

"We are showing the other face of Mauritius where people live in poverty, where gender based violence is rife and where children cannot go to school because men just leave



Loga Virahsawmy and Dan Callikan, Director of the MBC in Mauritius. *Photo: Mary Jane Piang Nee*

and refuse to bear the family responsibility. With these programmes we want to make sure that we are changing peoples' lives." Djemillah Mourade, former intern at Gender Links (Mauritius) does a daily programme on MBC Radio called "Cool FM a l'ecoute" "Cool FM is listening to you". This is a daily talk show where mostly women call to talk about their traumatic experiences on GBV.

Hon. Mireille Martin, Minister of Gender Equality launched the Gender in Media Education (GIME) report in front of over 150 participants comprising of academic staff, students and NGOs. Former Minister of Gender Equality, Hon. Sheila Bappo launched the Mauritius Gender, Media and Elections report. Gender Links Mauritius marked the 20th Anniversary of World Press Freedom Day at the MBC with a workshop entitled "Gender Equality and Press Freedom."



THE LUSOPHONE AND MOZAMBIQUE OFFICE

MOZAMBIQUE



Eduardo Namburete, Executive Director



Mevasse Sibia, Country Manager



Bayano Valy, Lusophone Editor



Ruben Covane, Field Assistant

FACT FILE

Country	Mozambique
Board Member	Eduardo Namburete
Staff Members	Mevasse Sibia - Country Manager Bayano Valy - Lusophone Editor Ruben Covane - Field Assistant
When registered	March 2011
Alliance focal network	We are working with Forum Mulher to take up this role, and as for now Forum Mulher has accepted to play the focal point role
How many governance COE's	7
How many media COE's	10
Key partners	<ul style="list-style-type: none">• Namaacha Council• Manhiça Council• Macia Council• Chokwe council• Chibuto Council• Mandlakazi Council• Xai-Xai Council



Maria Langa

"Somehow the English terminology that we learn in regional meetings and summits on gender end up with us so much so that we unconsciously reproduce them in Portuguese speaking environments. During Frelimo's (the party to which I belong) Cadres National Conference in Matola, I asked the party's highest body for the floor, and argued that as it is the political parties that present candidatures to the electoral bodies, Mozambican women should have the right to 50% of quotas in party lists, thus attaining parity. I used the English expression 50/50 to give more weight to my statement.

My intervention was well-applauded by the women who are always a majority in meetings although a minority in the higher decision-making body. From that moment on they call me Ms 50/50. I'm a woman who always fought for women and children's rights. That's why in 1997 I established MUCHEFA (Mozambican Association for the Development of Women Heads of Family). This was in the post-war moments and it was necessary to inculcate in women the zeal to fight challenges and the zest to win, and that is what we did.

Being MUCHEFA's leader made me known to the communities through the activities we carried out, and which pleased the communities. As a result I was indicated and elected Mayor of the Mandlakazi municipality. I had two moments with GL in 2011."

Read more: <http://www.genderlinks.org.za/article/maria-langa-mozambique-2012-06-22>

By Eduardo Namburete

GL launched the Mozambique and Lusophone Office on its tenth anniversary, 17 March 2011. From a staff of two, the office has grown to include four people: the Director, the Country Manager, the Lusophone Opinion and Commentary Service Editor and the Field Assistant.

In April 2012, the GL Board appointed Eduardo Namburette as a full time Executive Director, with the aim of giving a substantial push to the work of this office over the coming year.

Mozambique is one of the SADC countries most vulnerable to climate change. The Mozambique Alliance network has championed an Addendum to the SADC Gender Protocol on Gender and Climate Change. This will receive further impetus at the SADC Heads of State summit taking place in Mozambique in August.

Key achievements

Generating debate

Commenting on an article written by Celina Henrique on the GL Lusophone Service, the Deputy-Minister of Fisheries, Gabriel Muthisse. Wrote: "Celina says that 'for women today, gender opportunity is more than having a few women in power. It means having equal opportunity for both men and women; it means access to education, to health and jobs. It means the right to control their own bodies and sexuality, as well access to land.' I agree with this. I also think that special emphasis should be put on access to education. Where I disagree with her is when she says that 'the new French government did what the SADC region promises to do by 2015, which is to have parity in decision-making bodies, by appointing equal number of men and women in the cabinet.' Well, from what was discussed, if these appointments are not replicated in higher education; the number of women registering their companies; in those holding positions in the business world, judiciary, science,... these appointments will be a mere cosmetic exercise."

- The GL Lusophone office is firmly established and received its first grant from UN Women.
- Successful launch of *At the Coalface: Gender in Local Government* and *Gender in Media Education* at a workshop that brought together Mayors and Chairs of municipal assemblies from three provinces - Maputo, Gaza and Inhambane.



Eduardo Namburette and Colleen Lowe Morna at the opening of the Mozambique office, March 2011.

Photo: Danny Glenwright

- Implementation of the COE's in Local Government in seven councils of Maputo (Namaacha and Manhiça) and Gaza (Chibuto, Chokwe, Macia, Mandlakazi and Xai-Xai) provinces.
- Successful launch of the Gender and Media Progress Report (GMPS) Report; two Mozambican journalists, Salane Muchanga and Alves Talala, received awards.
- Hiring of the editor of the Portuguese Opinion and Commentary Service - this has been a long process, but GL has managed to hire an experienced Editor to lead the Portuguese Opinion and Commentary Service, and there are visible results.
- Two Opinion and Commentary writing workshops, including one on Gender and Climate Change that involved gathering stories in communities.
- Implementation of Gender in the Media Centres of Excellence in ten media houses.
- MOU with Forum Mulher to anchor the work of the SADC Gender Protocol Alliance ahead of the 2012 Heads of State Summit.

Key challenges

- Being a country that speaks Portuguese in a region where the majority speak English sometimes poses a challenge, mainly because at head office English is the first language. Communication is sometimes not clear or easily understood. Translation is essential yet expensive.
- The long lead time required for fund raising.

Lessons learned

- The importance of identifying and building strategic alliances.
- Convincing donors that the Mozambique office is viable.
- Being responsive and timely communication.

Key priorities

For the current year the Mozambique office will prioritise the following activities:

- To continue implementing of the remaining stages of the COE process in both local government and media.
- Consolidate current partnerships and forge new ones.
- Identify new funding opportunities.
- Use the upcoming SADC HOS to give the Lusophone office, Opinion and Commentary Service the necessary boost.



Celebrating Mozambique's cultural heritage at the 2012 Summit: Eduardo Namburette and Ruben Covane.

Photo: Gender Links



NAMIBIA



Emily Brown, Board Member



Sarry Xoagus-Eises, Country Manager



Laurentia Golley, Programme Assistant

FACT FILE

Country	Namibia
Board Member	Emily May Brown
Staff Members	Sarry Xoagus-Eises - Country Manager Laurentia Golley - Programme Assistant
When registered	February 2012
Alliance focal network	NANGOF
How many governance COE's	14
How many media COE's	2
Key partners	<ul style="list-style-type: none">• ALAN• PON• UNESCO• NALAO• Ministry of Gender Equality and Child Welfare• Ministry of Local government Housing and Rural development• University of Nambia



Georgina Mwinga

"I am a local ward councilor from the Caprivi region. I was elected as a representative for the region during the congress of the association of authorities in 2004. I then started working with the association on management. A while later, another congress elected me a member of the Association of Local government Associations of Namibia (ALAN) as management committee member. Later on, I was appointed an executive in the committee of the association as the focal person for gender desk. The association is like a government of its own; it deals with a lot of issues, including gender, where it tries to create a balance without discriminating against men or women.

My relationship with Gender Links started in 2004 when I attended a local authorities meeting. I will never forget that meeting; it changed my life forever and made me the confident politician I am today. I treasure the confidence that GL has in me, and the way they continue to invest in my leadership. In 2011 and 2012, I was invited to chair sessions at the second and the third annual regional summits.

One of my first assignments was to put in place a massive campaign to get more women to participate in the local authority elections."

Read more: <http://www.genderlinks.org.za/article/georgina-mwinga---namibia-2012-05-29>

By Sarry Xoagus-Eises
Country Manager

Registered in February 2012, the Namibia office supports 14 Local Government Centres of Excellence. The Namibia office recently secured funds through the Spanish Gender Equality Fund managed by NEPAD to roll out ten new COE's each year and host the national summit. Through its Advisory Services and Alliance portfolios (see these reports) GL has also worked with the Gender Ministry in Namibia on developing a costed Gender Action Plan aligned to the SADC Protocol on Gender and Development.

Key achievements



Gariseb Maximaunian, Keetmanshoop explaining to participants the cultural and financial barriers to gender equality. *Photo: Gender Links*

- Registration of the office and raising of donor funds.
- High levels of buy in and progress in the 14 COE's in Namibia.

Equality pays off for Namibian Council

If you blink on the straight road from Namibia's capital Windhoek to the coastal resort of Swakopmund you might miss the turn to the mining town of Arandis which has a mere 6000 residents.

Not to be missed in the council chambers are the three certificates that the Council walked away with at the second Gender Justice and Local Government Awards and Summit. With a municipality displaying all the trappings of a small mining town (almost all the formal jobs go to men; women dominate in the informal sector or as sex workers and there are high levels of gender violence) the council has its work cut out.

Starting from within, the Council has four women and three male councillors; a gender balanced management team and woman CEO. Armed with the council's Gender Action Plan developed as part of GL's Centres of Excellence initiative, Arandis has formed a gender justice committee that includes community members and for which the council has allocated a budget.

Underscoring its commitment to a future free of violence, and HIV and AIDS, the council has enlisted the support of junior councillors (two boys and two girls) to conduct peer

- Decentralising the Sixteen Days of Activism campaign especially the cyber dialogues.
- The training on how to run successful campaigns linked to service delivery by Councils assisted in getting buy in from Outjo in Kunene and Arandis in the Erongo.
- Donations came from councils and business person in these towns.
- Working with the media during the Sixteen Days raised the profile of local government work.
- Strong partnerships with the Association for Local Authorities (ALAN); NALAO, Ministry of Gender and Local Government Housing and Rural Development, Polytechnic of Namibia, University of Namibia (UNAM) and UNESCO.

Key challenges

- With the funding received, Namibia now needs to set up an office, hire staff and strengthen institutional processes.
- Getting the media to sign up for COE's in Namibia is another challenge.

Lessons learned

Namibia has learned from other country offices, notably Lesotho, how to roll out the COE process. The Namibia office has also learned many useful fund raising skills.

Key priorities

- Expanding the COE's to 20 and getting them to sign statements of commitment.
- Garnering support for the GBV Indicators Research at the local level.
- Encouraging media houses to join the COE process.
- Preparing for the 2013 Gender Justice Summit that will bring together governance and media work.

education, especially at shabeens (illegal liquor stores). "If we can win the youth over, half the battle will have been won," says Hoaeb.

Councillors here have mastered and readily join in the slogan of the Southern African Gender Protocol Alliance, also a mantra of the Gender Justice and Local Government Summits: *"2015, yes we can! Yes we must, the time is now!"* Read more on <http://www.genderlinks.org.za/article/arandis-coe-mockup-2012-02-07>



Namibia shows off its awards from the Gender Justice and Local Government Summit.
Photo: Gender Links



SWAZILAND



Benedict Bennett, Board Member



Ncane Maziya, Country Manager



Thandokuhle Dlamini, Intern

FACT FILE

Country	Swaziland
Board Member	Benedict Bennet
Staff Members	Ncane Maziya - Country Manager Thandokuhle Dlamini - Intern
When registered	In progress
Alliance focal network	Coordinating Assembly of None Governmental Organisations (CANGO)
How many governance COE's	12
How many media COE's	6
Key partners	<ul style="list-style-type: none">• Swaziland Local Government Association (SWALGA)• Coordinating Assembly of None Governmental Organisations (CANGO)• Gender Family Issues Unit (GFIU)



Thobile Jele

"I used to look down upon gender activists, and thought they were simply trying to reverse the roles of men and women in the home and in the society. It was only when Gender Links informed me about gender issues that I realized that gender activism is actually about standing up for everyone's rights.

Through the partnership between my town council of Lavumisa and Gender Links, I have learned that men and women are equal, and that it is important to get communities to understand that despite the different gender roles between the two sexes, there is still equality. This has really changed my outlook on life, and I am now acting out these changes in the way I approach social issues.

I have seen in myself how important it is for people to be given the correct information, and that's why I'm planning on catching people in the community young by having a programme with schools where learners get a chance to understand gender roles in order to prepare them for the future. It is important to advise men that gender issues do not mean women's issues only! Gender issues are about all of us."

Read more: <http://www.genderlinks.org.za/article/thobile-jele---swaziland-2012-05-29>

Gender Links started operating in Swaziland in 2009 under the leadership of Jabulisile Ndzingane. Ncane Maziya took over in February 2011. At the time of writing, GL was in the process of registering the office in Swaziland. In May 2012 the chair of the Swaziland Local Government Association (SWALGA) Benedict Bennett joined the GL Board.

The main area of work in Swaziland is the 12 Centres of Excellence for Gender in the local government, and the six media COEs. GL is in the process of signing an MOU with SWALGA.

Key achievements



Swaziland: dancing to a new tune.

Photo: Gender Links

- Approval by the Ministry of Housing for signing of an MOU between SWALGA and GL.
- Development of seven action plans by councils.
- Conducting the 16 Days training on Gender Based Violence and cyber-dialogues with two councils in Swaziland.
- Partnering with Government (Gender and Family Affairs Unit) in the implementation of the National Gender

Policy Action Plan under the Information and Media theme in Swaziland (Alternate Lead Agency under the NGO sector).

- Recognition by the UNFPA and the US Embassy in Swaziland.
- Recognition and collaboration with the Coordinating Assembly of Nongovernmental Organisations (CANGO).

Key challenges

- Fundraising - It is difficult to fundraise in- country, as the organisation is not yet legally registered.
- Staffing - Working without an intern for almost the whole of 2011 resulted in late submission of reports due to mounting work load.

Lessons learned

I have gained a lot of information, confidence as well as public speaking skills, facilitation and training skills from the COEs programme. The experience has capacitated me in approaching issues of gender at different levels, e.g. Swazis believe strongly in their culture. Talking about gender issues was very difficult for me at first but after the enlightenment I find myself singing the same tune with the participants after my presentations. That gave me courage and confidence, as the Country Manager, I am now able to work with people from different levels of understanding on gender issues.

Key priorities for 2012

- Registration of the GL Swaziland office;
- Complete all ten stages and sign Statement of Commitment with ten councils before the Local Government Elections;
- To continue work on Gender Action plans with outstanding councils;
- Encourage councils Managers and Board Members to adopt and implement their action plans;
- Broaden the media COE's
- Prepare for the first national Gender Justice Summit that will bring together the local government and media work.

Deep roots

My association with GL dates back to 2003 when we developed the Swaziland Media Gender Watch Organisation (SMEGWA) through a Gender and Media workshop conducted by GL. That was my first learning journey. It was difficult sometimes to be involved as an Executive Committee member especially where you don't share the same vision with as members, but I am happy because it was a learning curve for me. Among other notable events I helped organise the launch of the Gender and Media Baseline Study and SMEGWA in 2004. SMEGWA members disappeared when I needed them. I had to shoulder all the work but the event was a success.

I did not realise that it was a journey leading to where I am today with GL. Since I started working full time for GL, I have learnt a lot from GL CEO Colleen Lowe Morna and Chief of Operations Kubi Rama. I appreciate working with them; they have enlightened my knowledge and skills on gender issues. Working with people of different backgrounds is another learning journey; especially where we share information and experiences as well as socialising with other GL Country Managers through different forums. - Read more on the GL Learning Journey, <http://www.genderlinks.org.za/page/results-learning>



Ncane Maziya first met GL through SMEGWA.
Photo: Gender Links



ZAMBIA



Sarah Longwe, Board Member



Faides Nsofu, Country Manager



Albert Ngosa, Field Assistant



Cynthia Kalizinie, Intern

FACT FILE

Country	Zambia
Board Member	Sarah Longwe
Staff Members	Faides Nsofu - Country Manager Albert Ngosa - Field Assistant Cynthia Kalizinie, Intern
When registered	14 December 2011
Alliance focal network	Women and Law In Southern Africa (WILSA) Regional Office
How many governance COE's	13
How many media COE's	7
Key partners	<ul style="list-style-type: none"> • Local Government Association of Zambia • Gender and Child Development Ministry • WILSA Regional Office • NGOCC



Shadreck Mwiinga

"Ignorant as some people can be, hard hearted, seemingly illiterate and inconsiderate about some issues, a little advocacy is what it takes to change their attitude or behaviour forever. I can even say the same is true of myself; I have totally changed my focal point, and how I perceived gender and understood GBV after meeting Gender Links.

The first time I met Gender Links was in the year 2008. At that particular time, we had an event that involved introducing links and finding out how the local councils were faring as far as women's participation in politics and leadership. I recall being visited by Faides T. Nsofu, Susan Tommy and Hope Kasase. Since 2008 I have been in contact with Gender Links on matters of GBV at the local level, as well as attending seminars and workshops. I have come across a few challenges since that first meeting, as I became aware that women are discriminated against by men due to misinterpretations of tradition and culture, and that through this also women are taught negative attitudes.

My most memorable experience with GL was a time when I participated in the publication of the first GL book, Coalface. This has made me proud, because I could see that my contribution has added value to GL. My subsequent encounters with GL include a time when I was invited to attend a Local Government and Gender Justice Workshop for all Mayors and Chairs of all the 72 Local Councils, which was held at Lusaka Hotel. There, we were challenged to champion GBV in our councils."

Read more: <http://www.genderlinks.org.za/article/shadreck-mwiinga-2012-05-24>

The Gender Links Country office has been operational since July 2009, and registered as a satellite office in December 2011. The office has been instrumental in mainstreaming gender in 10 local authorities of Zambia. GL also has seven media COE's in Zambia. The Local Government Association of Zambia (LGAZ) has provided GL with office space (see governance report).

Key achievements

- GL successfully launched *At the Coalface, Gender in Local Government in Zambia* and *GL@10 Giant Footprints* at the 55th Annual conference of the LGAZ held in Nakonde on 26 May 2011.
- Registration of the GL Zambia office on 14 December, 2011.
- Adoption and implementation of the Gender and GBV Plans are beginning to empower local authorities, stakeholders and the community in championing Gender issues at local level.
- Councils beginning to document good practices on GBV, showcased at the last three Summits including the first Gender Justice and Local Government Summit in Zambia.
- Councils have embraced the "Making IT work for Gender Justice."
- During the elections when work in Councils came to a halt, GL undertook consultancy work with GIZ.
- Popularising of the SADC protocol at community level, through the village level workshops gives Councils the opportunity to acquire skills aimed at enhancing assertiveness in demanding equal representation of women at local level.
- In 2011, seven councils - namely Chingola, Luanshya, Kabwe, Chongwe, Katete, Ndola and Kafue - participated in the 16 days campaigns as compared to 2010 where

only three councils participated. Some of the councils like Chingola and Katete attracted media coverage.

- The Zambia National Office kicked off the in-country Summit series in March with 30 entries.

Key challenges

- Internet challenges affected the uploading of M and E forms.
- Councils virtually shut down during local elections, and the representation of women remained static at a paltry 6%.
- The elections resulted in new councillors. Some key staff lost their jobs.

Lessons learned

- Implementation of the Gender Action Plan has still been a challenge as a result of leadership changes.
- The Councils have been asked to prepare gender responsive budgets, but have not been trained by the ministry on how to do so.
- Internally, the GL office requires greater staff and capacity building.

Key priorities for 2012

- Resource mobilisation in country for programme sustainability.
- Popularising the SADC Protocol at community level in the new councils.
- Roll out of the provincial Gender Action Plan and GBV plans to council level in the 10 new councils identified.
- Create synergy with the Gender and Local Government ministries on the rollout of the COE process.
- Secure funding for the GBV Indicators Research.
- Prepare for the 2013 Gender Justice Summit that will bring media and governance work together.

During the few months of my role as a resident Board of Director for the local Gender Links satellite office, I have witnessed with delight the industriousness of the Zambian team. There is great opportunity for synergy in the areas of Gender-Media-Justice-Governance with the like-minded actors (state and non-state).

I observed with pleasure this synergy during a seminar to commemorate the International Day for Elimination of Violence against Women and the Enactment of the Zambian GBV Act 2011 co-organised by the local Irish Embassy and UN Team on 24 November 2011. GL CEO Colleen Lowe Morna presented some results from the GBV Indicators Project.

She captivated the audience with the facts that resonated with everyone. There were rich contributions from all walks of life: diplomats, civil society organisations, survivors of GBV and civil servants that included the Inspector General of Police (IG) and the gender machinery. Since then a female IG has been appointed and GIDD has been elevated to a full Ministry of Gender and Child Development. The current Gender Minister is a former activist in

women's civil society, Inonge Wina. There is great expectation from the IG and the Ministry of Gender by the women's movement. The Centres of Excellences (COE) in Governance, Media and Justice are poised to deliver the goods.



Centres of Excellence? GL Chair Dr Muna Ndulu and Board Member Sara Longwe (in a COE T-shirt) at the Gender Justice and Local Government Summit.
Photo: Colleen Lowe Morna



ZIMBABWE



Pat Made, Board Member



Priscilla Maposa, Country Manager



Tapiwa Zvaraya, Field Assistant



Lovernge Nhamoyebonde, Intern

FACT FILE

Country	Zimbabwe
Board Member	Pat Made
Staff Members	Priscilla Maposa - Country Manager Tapiwa Zvaraya - Field Assistant Lovernge Nhamoyebonde - Intern
When registered	March 2012
Alliance focal network	Women's Coalition of Zimbabwe (WCoZ)
How many governance COE's	14
How many media COE's	14
Key partners	<ul style="list-style-type: none">• Zimbabwe Local Government Association (ZiLGA)• UCAZ• ARDCZ• Women's Coalition of Zimbabwe (WCoZ)• Women In Politics Support Unit (WIPSU)



Owen Gwasira

"I have worked for the Chiredzi Local Town Council as the auditor for the last two years. One of my most memorable experiences was when the CEO of Gender Links, Collen Lowe Morna came to the council to see the progress of the projects they started. I thought it was wonderful for the CEO to see some of the presentations that have been made on paper, to give them life. It was very humbling to see someone of her stature in the field, interviewing people the way her staff do. She went to see all the good projects as well as some of the projects that are not good - such as the council housing known as Majarada. A top person went to a small town, it was very memorable for me.

I first encountered Gender Links when Bernadette Chipembere and Precious Musetse went through the training given by the organization in 2011. We got so much information from this, and we went on to disseminate all that we learned through the ward and through the schools. Since that meeting, Gender Links has been very supportive in our town. We liaise regularly with Priscilla Maposa, who is very good at communicating and keeping everyone informed of updates.

I can definitely say that I have changed quite a lot over the last year. I have learned that sometimes you think you know something, but you do not. Now, I know a lot more about gender than I did in the past. I have new respect for my partners and colleagues. I see the change in the Chiredzi Town Council; if you would have asked us before, we never would have said that gender was an issue." Read more: <http://www.genderlinks.org.za/article/owen-gwasira-2012-05-23>

Gender Links started operating in Zimbabwe in July 2009 and became registered in March 2012. The country has 14 media and 14 governance COE's. The Gender and Governance Programme is a partnership with Zimbabwe Local Government Association of (ZiLGA) umbrella body of the Urban Councils Association of Zimbabwe (UCAZ) and the Association of Rural Development Councils (ARDCZ). Currently GL Zimbabwe is working with 14 councils, 13 of which have gone through the action planning stage. This number will be expanded to twenty over the course of this year, with support from the Swedish International Development Assistance (SIDA). GL is collaborating with UN Women in a ground-breaking project to gather data on GBV from local, to district, to national levels.

Key achievements

- Registration of the office and fund raising for local operations.
- Adoption of the ZiLGA Gender Policy on the 3 December 2011 at the ZiLGA AGM held in Victoria Falls.
- Successful piloting of the COE process; during the Sixteen Days of Activism GL Zimbabwe collected "I" stories from both male and female victims and survivors of GBV.
- Cascading of the COE's and cutting edge work on GBV Indicators.

- Emerging evidence of the impact of the gender and local government work - see comments made at a round table meeting with COE's in August 2011, and followed up during the COE verification ahead of the successful Zimbabwe Gender Justice and Local Government Summit in March 2012.

Key challenges

- Implementation of Action Plans.
- Gender issues are not considered as a priority by some of the Councils. In terms of budgeting, council budgets do not have a specific gender component.
- Gender Focal Persons often have other responsibilities; gender is often taken as a secondary issue.

Lessons learned

High level buy-in is key to success. A highlight of the year is when the City of Harare offered to sponsor its own Gender Action Plan workshop in Inyanga (some \$30,000). This yielded a high quality Action Plan that is leading to real change in the city.

Key priorities for 2012

- Cascading COES to other marginal areas.
- Training of Trainers - this will include Gender Focal Persons from all rural and urban councils as well as Gender Champions.
- Rolling out the GBV indicators plan.

Summary of key achievements of the Zimbabwe COE's

Employment

- Beitbridge has started recruiting female drivers.
- Recruiting women to management positions (Beitbridge).
- Victoria Falls has hired several women: municipal police officers, engineers, housing administrators.
- Ruwa after GL training made sure new clinic had gender balance, chair of the finance committee is a woman.
- Bulawayo is working to redress gender imbalances; the director of health is now a woman.

Leadership within councils

- In Chitungwiza, gender champion Councillor Makwarara has been elected deputy mayor.

Economy

- In Beitbridge, only 20% of women had market stands, now there has been an increase to 45%.
- 368 women allocated stands in Victoria Falls, doing strategic projects, "not just doilees."
- Women are being considered in a land reform programme in Makoni.
- Women top the list in skills training projects in Bulawayo.

Budget

- Makoni is campaigning for separate line item on gender.
- Gweru is leveraging donor funds through the gender action plan.

Service delivery

- Ruwa is integrating gender into refusal removal, for example collection times are well known so that people can plan their activities in advance.
- Gweru is upgrading sanitary facilities in the poorest neighbourhoods, working with women in these wards.

GBV

- Victoria Falls has a Victoria Falls Aid Ward (VAW) Committee chaired by the deputy mayor who is a woman.
- Councillor Bernadette Chipembere has mounted a justice in Chiredzi to get police to account to women for non action on high levels of GBV.

Recreation

- Ruwa is now including sports for women.

Gender structures

- Chitungwiza has a gender committee, which is going into schools.
- Gweru has a woman's forum.

Mobilising and cascading

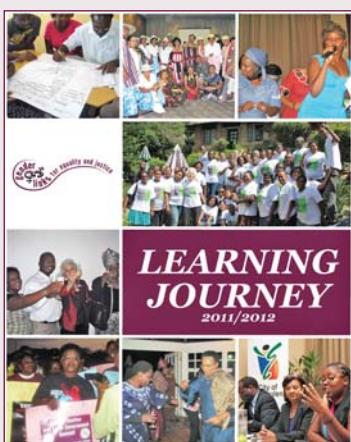
- 200 "Women of Purpose for a Purpose" conference in Chiredzi; according to Councillor Chipembere: "women are like diamonds in the dust, you have to discover them."
- Following the relaunch of the 50/50 campaign in Harare in August 2011, Chiredzi is working with Women in Politics Support Unit (WIPSU) to cascade the 50/50 campaign to Chiredzi and Triangle.

INSTITUTIONAL Institutional effectiveness



Team work makes the dream work!

Photo: Trevor Davies

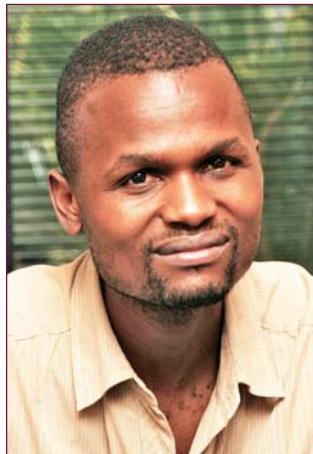


"What would a learning organisation look like if the people inside the organisation did not learn? This is the question that GL asked itself three years ago when we began this annual reflection exercise. Like any form of writing, the *Learning Journey* often meets - at least initially - with the resistance of another task, another deliverable. Yet after the writing is done, many staff attest to the power of reflection as part of growth. One staff member remarked that as GL we have invented and honed the art of "I" Stories - first hand accounts of difficult experiences - and popularised the concept of "healing through writing." The Learning Journey is GL's own "healing through writing." Once a year we relive the high points and the low points. We ask what these have taught us. We build these into organisational learning. Each year, the journey probes a little deeper into our experiences. This year we deliberately sought to share our mistakes and probe what these have taught us. We make the point that to err is human, but to fail to learn is costly and stifling to personal development."

- Read more on <http://www.genderlinks.org.za/page/results-learning>

INFRASTRUCTURE

By Mpumelelo Mlilo ~ Country Operations Manager, and Tinashe Padare ~ IT Officer



Mpumelelo Mlilo



Tinashe Padare

Information technology

Information Technology hit groundbreaking records over the past few years. The invention of faster bandwidth speed and social networking platforms through smart phone technology has made it easier for people to connect. This afforded businesses the opportunity to reach a wider network than before. IT professionals perform a variety of duties that range from installing applications to designing complex computer networks and information databases. With constant change, updates and newer versions of

software/hardware being released literally every week, organisations worldwide are continuously asking themselves the same questions "are our systems up-to-date?"

Digitising data

Gender Links has responded to the ever-changing IT environment by implementing a number of systems to keep abreast with new developments. Donors have also been moving with the technology. They require grantees to publish their information in tech savvy ways that makes the presentations more interesting and contributes to sustainable environmental practices.

GL staff attended the Pan African Conference on Access to Information held in Cape Town in September 2011 under the Africa Media Summit. The conference put GL in touch with the suppliers in South Africa of CAT DV. This system enables GL's raw institutional footage to be digitised and archived on a dedicated server together with GL's photo gallery. This acts as an online library for all footage and photos making them easily accessible to users. CATDV allows us to create documentaries by combining footage and images from different places and eras that GL has collected over the years. The table below illustrates some advantages of using the CATDV system. More on this can also be found under the GMDC report.

Function	Old storage system	CAT DV
Storage mechanism	Tapes, video cassettes, CDs	Digital
Data back up	Same mechanism as initial mode	Compressed and stored in digital format
Storage space	Requires cupboards, drawers	Digital and back up on simple hard drives
Access of data	Limited to local users only	Worldwide through being searchable via internet
Searching data	Referencing in a long continuous data	Tagging of data and searches of large amounts of data using keywords
Functionality	Only for videos	Can extract "stills" from video
Access of data	Play the whole tape, cd	Use of an interactive Graphic User Interface
Viewing method	One data set at a time	Allows multiple viewing of data
Format of data	Analogue and digital	Digital only

Social media platforms

GL opened facebook and twitter accounts that have been useful in sharing information and obtaining feedback from users across the world. This allows us to understand the impact of our programmes on the society, which in turn feeds back into programme design to suit the needs of the beneficiaries. This complements the cyber dialogues system where we have users logging on at the same time to set topics. Statistics have shown that the followers and site hits on GL's social network platforms have increased over the year and we will continue to make use of these platforms to debate important burning issues and to announce upcoming events and campaigns.



Working across borders

The VPN enables staff to access the public shared drives from anywhere. The web-based GL Intranet provides a platform to share internal regulations, forms and features and monthly events and news like birthdays.

GL's geographical spread (offices in ten countries), a software package called Teamviewer has been implemented for IT staff to support users remotely. It allows the setup of e-mail accounts, updating anti viruses and any technical assistance that would be required by the users operating away from the regional office.



Tinashe Padare won the 2012 staff award for innovation held at the Gender Links Cottages.
Photo: Trevor Davies

Cost savings

There are huge costs attached to all these technological improvements. Gender Links has tried to minimise costs by sourcing donations and discounts. An example is when we managed to save R100,000 on the MS Office licenses for all users through the Microsoft Donations Policy accessed through Sangotech. By employing a full time IT Officer, GL has managed to save up to 70% on the expenses of using an IT Specialist for support. Through the establishment of the help desk, the IT Officer has been able to analyse the most common IT problems which has informed staff training therefore reducing the number of queries that requires the IT staff's attention.

Gender Links IT systems have improved and will continue to do so in the coming years to ensure that the latest, most innovative communication and data storage technologies are in place to increase the organisation's visibility and effectiveness.

Physical infrastructure

In March 2011, GL acquired GL Cottages, a big investment and a completely new area for an NGO. GL Cottages is a bed and breakfast, which at maximum can accommodate 50 guests sharing. GL invested heavily in this proud three star facility.

The GL Cottages offers good facilities for training, workshops, and conferencing. The environment is conducive, quiet, and serene. It has become popular with organisations that have used it who keep coming again. The GL Cottages also accommodates some of our interns and staff at competitive prices. GL strives to create a comfortable, healthy, and safe environment for its staff.

The GL head office is housed in two properties. As staff component grows, office space becomes a challenge. We make sure everyone in their office space is comfortable.

The two GL guest rooms at head office continue to be another way of cost cutting. They provide accommodation for satellite staff and field staff who come for meetings at head office. Staff who have been recruited and are still finding accommodation, they are accommodated for an agreed period of time. Sometimes consultants are housed in the guest rooms and this reduces on the transport and accommo-dations costs for GL.

The air conditioned GL training room can accommodate 30 participants. This is used mainly for GL in house training. GL plans to advertise the room to external organisations as a training venue. The lapa and swimming pool area are used for GL entertainment as well as lunches for training participants. The grounds are always kept in a good condition by the gardener. There are on-going office repairs, painting to keep GL offices looking clean, professional and in good condition.



GL staff toast to news of a grant from the Netherlands government in the New Wing.
Photo: Tinashe Padare

HUMAN RESOURCES

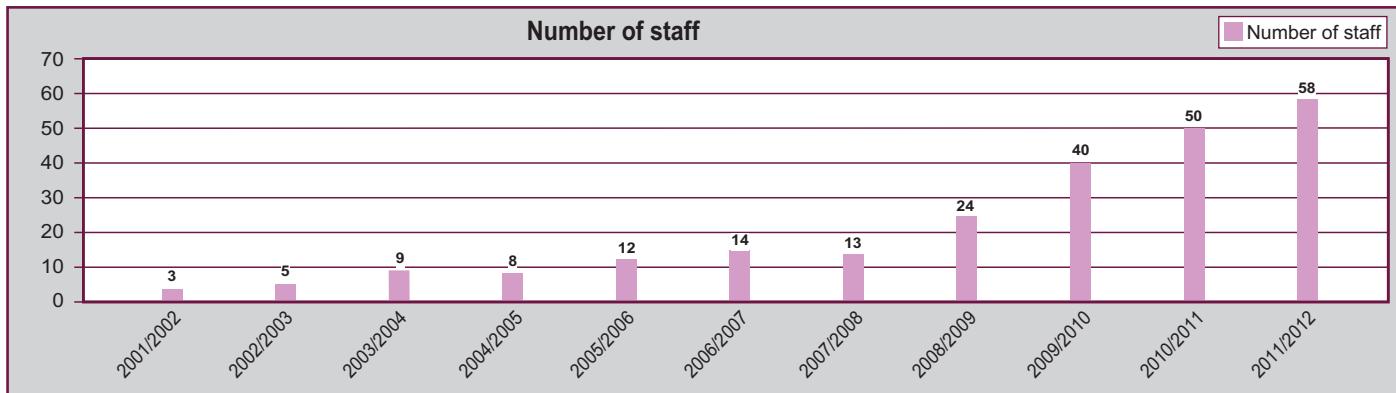
By Vivian Bakainaga ~ Human Resources and Asset Manager

GL is expanding its footprints to other countries with the registration of country offices in Lesotho, Namibia, Madagascar, Mozambique, Zambia and Zimbabwe. Country facilitators have become Country Managers, and interns have (in some instances) become programme assistants and officers. This increased GL's staff component from 50 to 58, a 16% growth. There is still need to recruit more staff as the countries start to access local funding and growth in programme work. In addition, GL acquired GL Cottages, which employs 10 staff members.



Walking the talk: GL Human Resources Manager Vivian Bakainaga (right) and GL Services Manager Mukaiy Makaya.

Photo: Colleen Lowe Morna



The figure above shows that GL staff base grew from 2009 and has continued to grow rapidly over the three years.

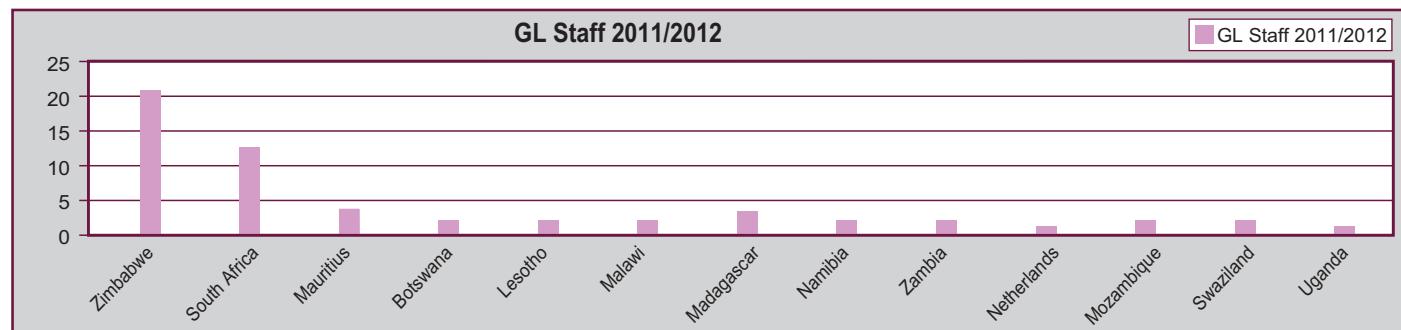
Staff Gender analysis				
	2010/2011	2011/2012		
Women	40	80%	41	70%
Men	10	20%	17	30%

Gender Links continues to promote gender equality in its recruitment policies. The table above shows a 10% improvement over last year in gender balance from 20%

to 30%. This is largely due to the promotion of a number of country M and E interns to programme assistants. The programme assistants are mostly young energetic men who are passionate about gender issues. The newly recruited Knowledge and Training manager increases the number of men on the management team to two out of ten or 20%.

Staff origin

GL has a diverse staff component from 13 countries, 55 from SADC region, one from East Africa (Uganda), one from Europe (Netherlands).



Staff retention

GL has a young staff compliment with an average age of 34 years. As can be seen from the first graph, GL Staff have tripled over the last five years. The average length of service, excluding interns, is three years which is

commendable given that the institution has only built up to its current complement over the last five years. While there was some staff instability on the earlier years, especially given the uncertainty of project funding, this has begun to stabilise. In the last year, GL lost five staff;

this is a turnover of 8%. A 7-10% staff turnover is regarded as normal and necessary for creating room for growth at different levels within the institution.

GL has taken a number of extraordinary measures to retain staff: for example the manager of the governance programme, GL's largest, works from Cape Town to be close to family so that she can juggle her work, that involves travel, with raising a baby. One staff member left work for government and returned citing the lack of a motivating environment.

Second home: Why I came back to GL

Goodness: where do I even begin writing this learning journey? I have been through so much with GL. I think I probably hold the record for the number of times an individual has resigned and returned to an organisation!

My journey at GL began on the 1 March 2010; quite an introduction indeed, amidst the first Gender Justice and Local Government Summit. I soon settled in at GL and felt comfortable, but then I got homesick and wanted to return to Cape Town. GL CEO Colleen Lowe Morna agreed for me to work for GL from Cape Town, and did her best to ensure my happiness. Then I found love and changed my mind and I decided to stay in Johannesburg.

I found myself developing into a facilitator for the Centres of Excellence (COE's); a writer doing commentary pieces and also established a good relationship with many local councils and people that I worked with. But I also faced many challenges: the governance manager went on maternity leave and South Africa had local government elections; this interfered with the COE work. I worked with the CEO on a gender audit of the elections. Goodness that was a very trying time indeed but I realised how much I had grown as a person. I had become well versed in local government issues. I proudly gave interviews to newspapers and radio stations on the research and realised that GL is a powerhouse indeed.

Then I dropped the "second bombshell". I resigned at the end of May 2011 to pursue a career in the private sector. I served my notice, and said a sad farewell in August as I had built such amazing relationships with everyone. My

GL took the staff member back as her post was still vacant and she had served well. She brought back interesting and critical insights for younger staff. GL's former editor, who had to relocate to Canada for personal reasons, continues to edit for GL on an ad hoc consultancy basis. GL makes use of IT to promote flexible working arrangements. However, attracting and retaining qualified staff is an on going challenge. GL has instituted a system of exit interviews to help improve practise in this area.

colleagues had become my family. We would have soup day on those cold winter days. People knew when I was having a bad day aka "crappy day"; everyone knew of my DM flashes aka "Diva Moments" when I would throw my tantrums. But they also knew how much I loved all of them and I also knew how much they loved me too. However, I also wanted to establish myself and perhaps seek another dimension to my career.



Ntombi Mbadlanyana

In January 2012 I returned briefly for a six month consultancy when barely a week later I dropped the "third bomb". I got a job at the Department of Trade and Industry (DTI) and I left GL once again. But soon after I started work at the DTI in February 2012 I realised I am no longer geared up to being a public servant and resigned after a my one month stint.

I am returning to GL once again. GL CEO Colleen Lowe Morna has dubbed me the "Prodigal Daughter". This time I will stay anchored for a while. Throughout this journey I have realised that GL is not only a workplace but a second home to me. This is the one place where I have really discovered things about myself and have been afforded endless opportunities to grow as individual. So my new learning journey commences again and I am really excited of what lies ahead this time around. *-Ntombi Mbadlanyana, Country Manager, Gender Justice and Local Government, South Africa.*

Staff capacity building

GL offers a platform for staff to develop their skills and realise their potential. Staff are exposed to all the processes within the organisation which improves individual growth. As a result staff have become more adept at organising themselves, managing projects and managing staff which has been attested in many staff learning journeys. This is part of the on the job training and when coupled with the skills can contribute to the individual's advancement. In its own training work, especially through the media and governance COE's, GL promotes on-the-job learning. GL has sought to promote a similar culture within its own work place. Staff attended the following short courses in the past year (a combination of on site and off site; external consultants and GL senior managers).

- All GL staff both head office and field staff were trained in the MSWord 2010 covering all the programmes including MS Word, Excel, Publisher and Power Point.
- Some programme staff were trained in advance publisher and they are now able to do their newsletters confidently without seeking outside service providers. As a result of this training GL is now producing its own business cards in-house.
- Finance staff attended a Pastel training course for two days to equip them on pastel payroll programme.
- The Director of Corporate services attended a workshop on Directors Duties Workshop to understand the provisions of the new South African Companies Act.

- The COO has conducted an M and E course.
- Programme officers attended the Media Literacy as part of the GL-Lovelife collaboration.
- The CEO has conducted an information management;

two writing skills training workshops and an analysis and writing workshop for managers. The CEO is designing a four module Country Managers course that will be dovetailed to planning visits to Johannesburg.

COURSE/TRAINING	DATE TRAINED	NO. OF STAFF TRAINED	BY WHO
MS Word training	19th October 2011	8	External consultants
MS Word training	20th October 2011	9	
MS Word Publisher	31st October 2011	11	
MS Word and information management training	16th November 2011	10	
MS Word Power Point	13th December 2011	20(Field staff & HQ)	
Pastel Pay roll	23 August 2011	2	
Monitoring and Evaluation	13 December	30	
Directors Duties Workshop	16 March 2012	1	
Media Literacy Course	Feb to June - GL staff joining Love Life	4	
Writing workshops	November, March	16	
Analytical thinking and writing - managers	18 February	10	CEO
Country Managers - Information Management, Conceptual and Strategic Skills	18-20 April	11	
M and E, audio visual, website	27 February to 5 May	9 Field assistants	

Organisational learning

GL has produced three key in-house manuals: Communication and Writing; Monitoring and Evaluation; Finance and Administration. Each year GL conducts a personal and organisational learning reflection exercise that will be launched at Staff Awards on 26 April. GL has been actively involved in learning groups set up by the DFID PPA fund. These include inclusion; results, accountability monitoring and evaluation as well as strengthening institutional practice (GL's three senior managers are involved in different streams). GL leads the gender sub-group of the inclusion group. GL is leading a discussion on gender mainstreaming that is critical for finalising GL's theory of change. Many staff participate in the GMDC seminar series. This is elaborated in greater detail in the results section of the report.

Staff awards

GL introduced staff awards in 2010. These awards have gone a long way in affirming good performance and motivating others to do better. The table reflects the different staff award categories and winners in 2012.

Wellness

The wellness activities have made a huge impact because teamwork and health really matter at GL workplace. As the staff component grows, it is important to create a healthy team. The HR manager coordinates the wellness programme with the support of the deputy chairperson - Scholastica Kimaryo, a certified Chopra instructor.

The satellite and field offices are included in the wellness programme and they choose what activities to get involved in. At times staff at head office have got together at lunch time to share a meal and discuss interesting topic. On few occasions one staff member made nice soup for all. GL staff enjoy celebrating Staff and Board members

	AWARDS	STAFF NAMES
1	Team Player HQ Staff	Clever Zulu
2	Team Player SO/FO	Marie-Josée Coopan
3	Team Player Manager	Abigail Jacobs-Williams
4	Team player GL Cottages	Siyabonga Phungula
5	Innovation Staff	Tinashe Padare
6	Innovation Field Staff	Botswana Office Keabonye Ntsabane and Roos van Dorp
7	Innovation Management	Shuvai Nyoni
8	Resource Mobilisation Field Staff	Priscilla Maposa
9	Resource Mobilisation Manager	Mukayi Makaya
10	Resource Mobilisation Manager	Loveness Jambaya
11	Financial Administration	Ialfine Papisy
12	Writing staff	Lucia Makamure
13	Writing Manager	Saeanna Chingamuka
14	Monitoring and Evaluation	Ntolo Lekau
15	Photography	Vincent Galathwe
16	Photography	Zotonantenaina Razanadratafana
17	GL Services Manager's Award for Service Culture	Sally Makhudu
18	GL CEO's staff award	Albert Ngosa
19	Excellent Performance Field Staff	Ialfine Papisy
20	Excellent Performance Field Staff	Sarry Xoagus-Eises
21	Improved performance staff	Daud Kayisi
22	Improved performance field staff	Faides Nsofu
23	Improved performance field staff	Keabonye Ntsabane
24	Exceptional Performance	Bridget Marango

birthdays. An Intranet has been introduced for staff to interact and post messages which enhance communication and team spirit.

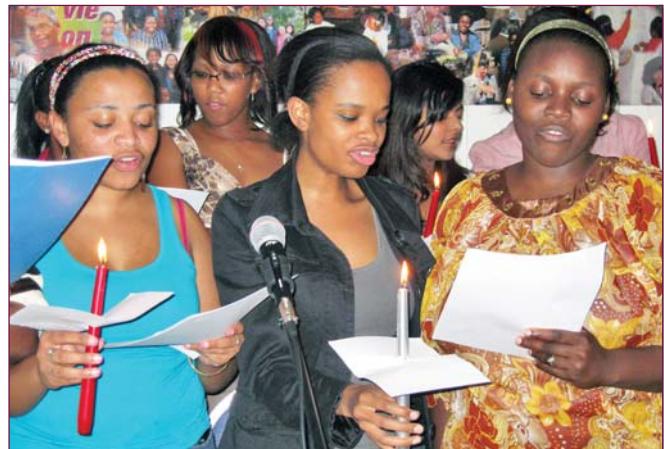
Board members have been part of the wellness activities whenever they are present. A wellness activity is usually

organised during a board meeting or planning meeting and everyone actively participates.

At GL we believe that family is an integral part of GL staff and part of one's wellbeing and we organise activities that are family- oriented such as visits to the zoo, botanical garden and walks that culminate in dinner or picnic. Singing promotes joy; relaxation and team work. GL staged musical performances in Botswana and at the Gender Justice and Media Summit that coincided with GL's tenth anniversary.

Wellness has not only been about GL staff but also about giving back to the community. Staff at head office took part in Mandela day where they were distributing food to the disadvantaged children. At satellite and field offices in Lesotho groceries were distributed to disadvantaged families. The Botswana office organised other institutions

to contribute blankets, warm clothes and soup day for disadvantaged communities



Singing to the same tune: The GL choir promotes team spirit, Johannesburg, South Africa.

Photo: Trevor Davies

The deeper journey to self-discovery

Today, medical doctors are increasingly citing stress -- whatever the causes of it: work, home, socio-economic and/or political environments -- as a major contributing factor to under-performance and most illness. Our bodies and minds react to stress by shifting out of balance, which ultimately creates physical challenges and emotional turbulence that impact our lives at home, at work and at play.

In time, we can find ourselves in toxic relationships as well as non-nourishing patterns of eating, sleeping, digestion, low energy levels, lower productivity as well as antagonistic relationships at home and at work. The Perfect Health Course offers a five-step exploration of mind-body medicine and Ayurveda.

The Gender Links Board made a decision to engage my services as a Chopra Centre University Certified Instructor in Conscious Leadership and Ayurvedic Perfect Health in 2010/2011. This followed feedback from Gender Links Staff and Managers, demonstrating high levels of commitment and productivity - resulting in Gender Links winning several prestigious Awards for Excellence - but also indicated worrying levels of staff anxiety bordering in a few instances on burn out.

The five part-training course conducted monthly on Friday afternoons served as an introduction to related concepts, knowledge and tools for the enhancement of the health and well-being of staff, as well as improved productivity and higher morale among. However, the real work must be undertaken by each individual.

The pressure from donors to "do more for less" exacts a heavy toll on NGOs. What is required is the formulation of creative, non-traditional ways of structuring the organisation. A common trend is to have fewer, more experienced staff/ experts in their field, with innovative, "outsourcing" for specific functions. I am impressed by the creativity and flexibility already demonstrated by the Gender Links CEO and Management, in birthing new ideas regarding how best to get the work done, with fewer Staff and with better results; as is evidenced in some of the 2011 Annual Reports and other Board Documents.

- Scholastica Sylvan Kimaryo, Deputy Chair, Founder & CEO, Maadili Conscious Leadership & Healthy Lifestyles Coaching



Scholastica Sylvan Kimaryo launches the 2011 GL Learning Journey.

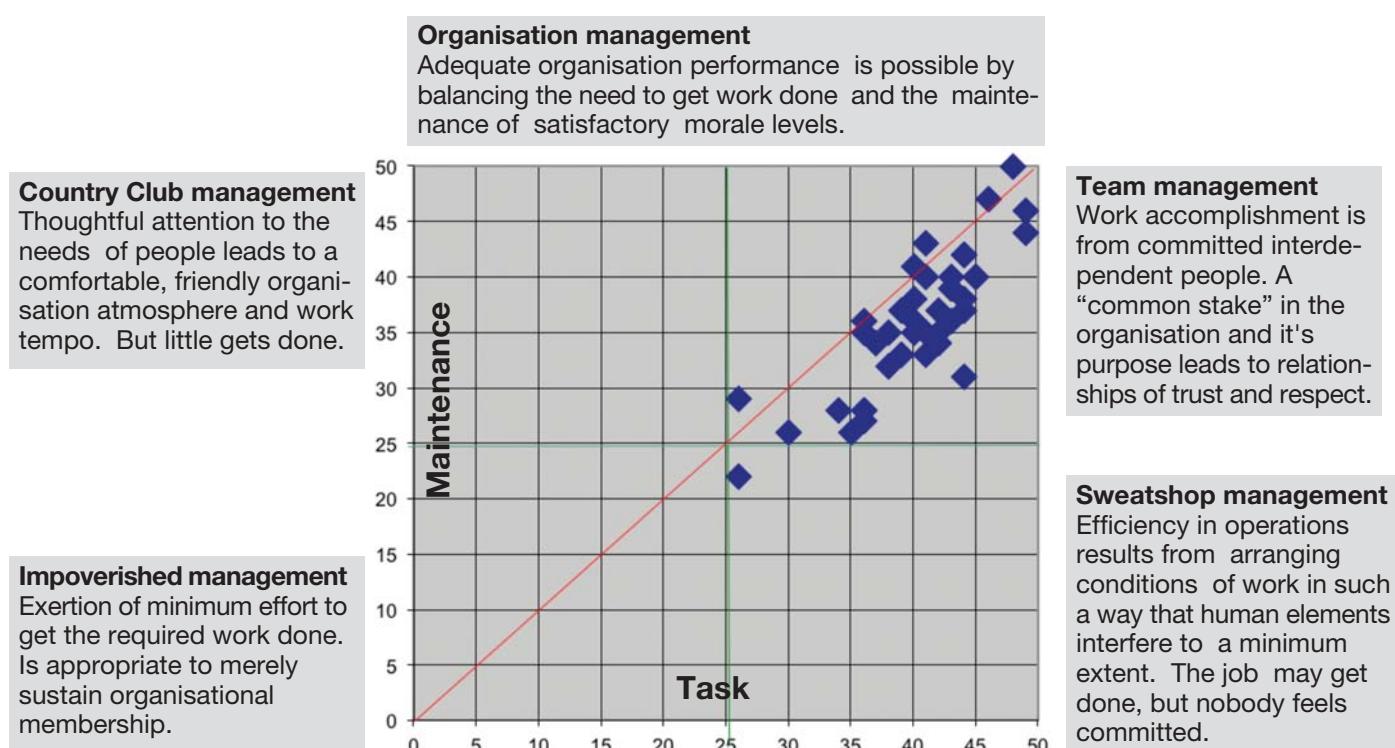
Photo: Colleen Lowe Morna

Gender Links team assessment

In December 2010 as part of the overall human resource evaluation that takes place at this time, GL administered the Blake and Mouton team assessment questionnaire.

This questionnaire assesses the balance between task and maintenance in the work place. The results, and explanation of each quadrant are reflected below in the graphic.

Summary of GL team assessment scores



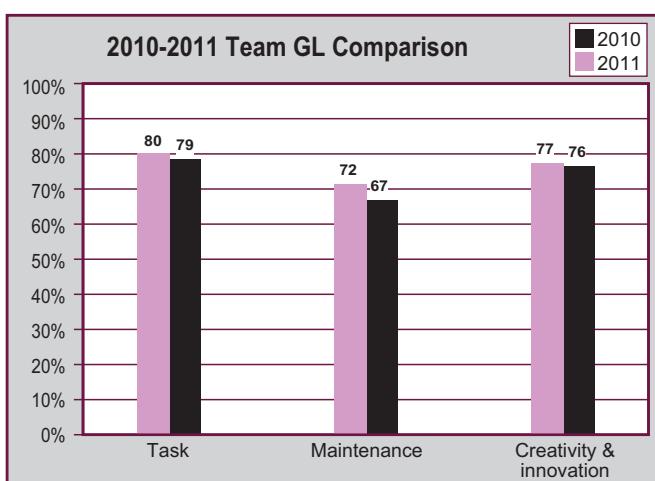
With one exception, GL staff all fall within the "winning team" quadrant. Management need to interrogate the few instances of those who are not pulling together with the rest of the team. A disaggregation of the results shows that key stress points are in our country operations. This is understandable as these staff have limited support and infrastructure, and travel long distances. GL's efforts to beef up country operations should help to address these concerns.

The graph compares GL team scores between 2010 and 2011. It shows that:

- In both years GL scored highest on task (80% and 79%); next on creativity and innovation (77% and 76%) and third maintenance (72% and 67%).
- What is significant is the increase in the maintenance score from 67% to 72%, a 5% point improvement. This reflects the greater attention given to staff welfare over the last year, especially the Perfect Health Wellness series run by the Deputy Chair. As the team matures, staff understand one another better, care for each other more and have built healthy working relationships with each other and are keen to work together to achieve the organisation's goals. This is important for any organisation. This year (please see Learning Journey) there have been many accidents and casualties. The fact that the mainte-

nance score has increased reflects that there has also been a commensurate increase in caring.

- A 1% point increase on creativity and innovation also indicates that in understanding their work and position within the organisation, staff are given more leeway to be creative and introduce new or better ways of doing things. The 1% point increase in task may be as a result of GL's constant growth and the pressure on all staff particularly managers and field staff to contribute to fundraising and sourcing in kind support in order for GL to remain sustainable.



FINANCE

Finance and value for money

By Bridget Marango ~ Head of Corporate Services



Good planning results in better value for money: Sikhonzile Ndlovhu, Bridget Marango and Loveness Jambaya-Nyakujaraha at staff planning.

Photo: Colleen Lowe Morna



"Hey hey, I'm Yoliswa Nokuzola (KZN known as Zola) Mkaza; I am number six out of 10 siblings. I was born and raised in KwaZulu Natal, Kwa-Dlangezwa and Esikhaleni Senkosi (Informally known as Esikhawini). I got my education from there and I was raised there. Growing up with so many siblings was a mission on the battle field. We would all run to our mother when she came home for attention and I was always the last one to get her attention. I joined Gender Links in August 2011 as the finance officer. The nature of work at GL is to do payments, petty cash payout and receipts, do reconciliations, creditor's payments, banking and preparing for the audit. The most important deliverable is to help my manager to deliver month end reports to the CEO. When I joined Gender Links I was amazed at the level of work. My energy and willingness to learn has made me become open to learning and trying new tasks in my line of work. I have learned how to use Pastel Payroll. If I may say so myself, I have mastered this, and I just love the feeling of adding things to my list of learnt tasks. I now know the steps of the finance system at Gender Links. Pastel Accounting journals, invoice recording for the customers, using different foreign currencies and (don't laugh!) seeing them in real life and touching them! As Bridget Marango and Mpumelelo Mlilo would say, "Go and tell gogo that you have touched a Euro!" - Yoliswa Makaza, Finance officer.

OVERVIEW



The global economy continues to recover at a slow pace. The ripple effects of the 2010 recession are still real especially in the developing world where the bulk of the income comes from western countries that have been hit hard by the recession. The traditional donor governments are experiencing budget cuts and this affected the global aid budgets.

There is still a scramble for funding and NGOs are working extra hard to remain sustainable.

In March 2011, GL celebrated its 10th birthday. For an organisation that has been in existence for just over ten years, its growth has been phenomenal with 58 staff members and an annual budget of around R30million per annum.

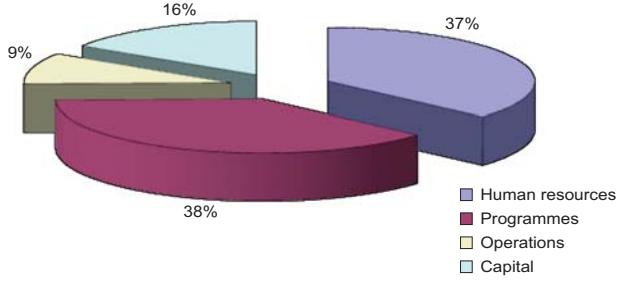
In 2008 GL started accessing sizeable bilateral donor funds like the DFID Governance and Transparency Fund (GTF) and the Netherlands Government's MDG3 fund, which grew the work on the ground. GL started setting up project sites in nine other countries and putting in place minimal infrastructure with skeletal staff from 2009. As the demand for the work grows and as it becomes increasingly difficult to access global funds at regional level due to the ripple effects of the economic slump, sustainability remains the key concern. To stay viable, GL started the process of upgrading the project sites to registered branch offices in order to access local in country funds. Eight branch offices in the SADC region have been registered to date, and three of these are at an advanced stage of signing contracts with donors for in country projects.

Income trend over the past three years

	2009/2010	%	2010/2011	%	2011/2012	%
Carry over donor funds	3 758 714		5 875 081		2 568 658	
Donors	28 457 110	90%	22 972 290	91%	33 859 603	92%
Own	3 136 572	10%	2 140 016	9%	3 016 476	8%
Total new	31 593 682	100%	25 112 306	100%	36 876 079	100%
Annual % mvt			-21%		47%	

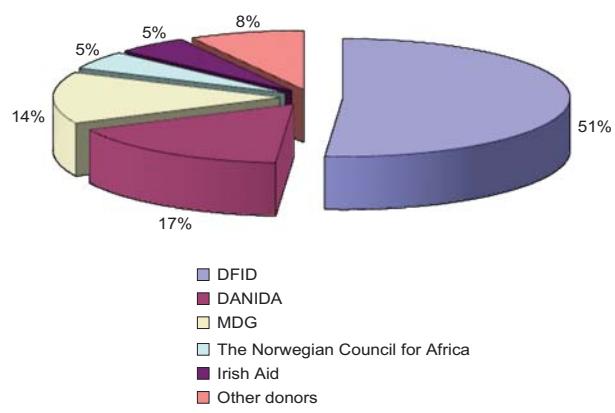
The table shows a 47% increase in income in 2011-2012 compared to the previous year, due to donor funds being called in, and GL receiving a new grant for the DFID's PPA fund that boosted donor income. The establishment of the Gender Links Training Institute and the acquisition of GL Cottages boosted "own" resources.

Expenditure patterns - 2011/2012



Programme expenditure accounted for 38%, and human resources 37% of total expenditure due to the increased capacity in the branch offices and the increased use of consultants for specialised areas like the GBV Indicators research. Capital expenditure rose to 16% of total expenditure due to the acquisition of the GL Cottages. Operations remained within acceptable levels at 9%.

Diversity of funding portfolio - 2011/2012
GL Donors 2011/2012



In 2010/2011 DFID emerged as GL's biggest donor. In the past year, GL received a second DFID grant, the PPA and this increased the percentage of funds received from DFID to 51%. This however is a temporary situation as GL received the good news in mid 2012 that it has been awarded a substantial grant over the next four years by the Netherland's government FLOW fund.

Other donors breakdown		
Donor	Amount	%
UN Women	757 268.00	2.2%
Hivos	692 395.00	2.0%
Diakonia	537 025.00	1.6%
Norwegian Church Aid	393 838.00	1.2%
MOTT Foundation	274 919.00	0.8%
FES	101 164.00	0.3%
Total	2 756 609.00	8.1%

The other donors provided 8% of the total income received. Although their grants are small, they are GL's traditional donors that helped with programme and institutional support for GL to be where it is today. It is also important to keep all donors on GL's books for as long as possible to ensure sustainability especially in the event that GL ceases to get grants from big funders. Keeping a portfolio of many donors has its own challenges as demonstrated in the table below:

Key facts about GL Donors			
Donors	2010/2011	2011/2012	2012/2013
Total no.	9	11	11
Total no. with three year agreements	5	4	5
Total no of reports	23	22	23
Align with FY	5	2	3
Contracts allow one audit at the same time	All except MDG	All 5 separate donor audits were done earlier than GL audit due to earlier deadlines than GL AGM	All separate donor audits will be done earlier than GL audit due to earlier deadlines than GL year end and AGM

The table shows that:

- The total number of donors in the coming year remains at 11.
- The number of donors with three year agreements decreased to 4 in 2011/2012 and is expected to go back to 5 in the coming FY although this figure could increase when some of the applications outlined in the funding report materialise.
- The total number reports declined slightly in 2011/2012 but it is expected to go up again the coming FY.
- As applications are concluded at different times during the year, it is becoming difficult to align grant financial periods to GL's financial year. GL has changed its FY to December each year and this will bring synergy with some donors. Specific donor audits will be done as required..

Future projections

GL starts the new financial year with R30 million in secured funding and R7 million under negotiation and close to fruition. With GL's growth in programmes, country offices and increased staff base, there is need to secure more funding if all the planned programmes are to be implemented. The secured funding decreases considerably in the coming years 2014 up to 2015. This is because of the DFID GTF, DANIDA and Hivos grants coming to an end. Efforts are underway to secure more big funds with numerous applications to the EU. GL is pursuing several in country donors for local funding. In addition to the efforts with donor funds, GL's is expecting to generate more revenue from the Gender Links Training Institute and the Gender Links Services (see next section on diversification and sustainability). Through learning from the DFID PPA Fund, GL is also taking the issue of Value for Money (VfM) more seriously.



Customers at the market place in Gweru, Zimbabwe, know how to get the best for their buck.

Photo: Colleen Lowe Morna

VALUE FOR MONEY

Good VfM ensures the optimal use of resources to achieve the intended outcomes. GL's work involves a lot of research and advocacy. The main cost drivers are travel, workshop venues, conferencing and accommodation, publications and productions, consultants and IT. GL recorded savings from good procurement practices for the first time in the year under review. This came to R1.9 million. Significant VfM improvements over the past year include:

Procurement

- GL streamlined the duties of the Procurement officer and increased focus on sourcing quotations, establishing suppliers' databases and producing monthly cost savings reports for management.
- GL established a suppliers' database for recurring costs like hotels, conferencing venues and local travel in all the SADC countries where these services are required to ensure that the most cost effective suppliers are engaged and eliminate the need to phone around every time there is an accommodation or conferencing venue request and this saves time and communication costs.
- Air travel is one of GL's main cost and the Procurement officer sources flights online and only engage the travel agent on complex and group bookings. This enables GL to access cheaper flights online where these are available and to continuously track if the travel agent is delivering value for money in the options they present to us.
- GL continues to source three competitive quotations when procuring goods for comparison and negotiating with suppliers for lower prices to ensure products are purchased at the best possible mix of price and quality.
- GL conducts an annual review of framework arrangements; only suppliers who deliver VfM are renewed.

Planning

GL works with a five year strategic plan broken down to annual plans that inform the semester plans. At the biennial planning, all programmes share their country specific plans with dates. This provides management an opportunity to think laterally across programmes and link programme outputs, dovetailing workshops and meetings to save on time and travelling costs. As programme staff plan their travel, all programme requirements are taken into account and they are required to carry GL publications to avoid freight costs.

Leveraging

GL leverages its resources by forming smart partnerships for cost sharing. GL approaches partners with projects that they may have a common interest and discuss how the project can achieve both organisations' set targets and how costs can be shared to realise the intended outcome. A recent example is when GL collaborated with the Government of Botswana through their Women's Affairs Department (WAD) to conduct the GBV Indicators Research. The research cost approximately R1.5 million. GL contributed 20% and WAD contributed 80% of the resources required. Over the last year, GL recorded in-kind support for the first time. This came to approximately R2.2 million.

GL also leverages its advisory services with programme work by accepting consultancy work only where there is a fit with our programme work to ensure that our set targets are still achieved with the resources availed from the consultancy and the planned programme budget can be used cover a wider scope or reallocated to other needy activities. An example is when GL worked with the Government of Namibia and the Government of Seychelles on Gender Mainstreaming where the governments paid for GL's costs and services and the funds that were originally intended for this project were used to bring in more countries than originally planned.

GL also sources in kind donations as a cost saving mechanism. GL partners with local municipalities and other local government bodies who are able to provide in kind support like free venues for workshops and free office spaces for satellite offices. In middle income countries like Mauritius and Botswana, it is difficult to fundraise for our work as donors work through the government and to leverage on the available resources, the country offices source for any kind of support they can get from the municipalities and ministries they work with. GL Plans are in place to expand this web to private sector as companies usually have social responsibility budgets that can be used to fund particular events or research.



GL procurement officer Shamiso Chigorimbo (centre) at the GL Gender Justice and Local Government Summit.
Photo: Gender Links

Financial management

Effective financial management helps an organisation with managing its budget, allocating resources, tracking expenditure and making decisions supported by an understanding between costs and performance. GL's finance function competently captures all the financial transactions and accurately reports on the position of each and every project. Programme expenditure is monitored diligently to avoid over or under spending without compromising delivery. Most budget holders fully understand their budgets, the cost of their activities and the value of their intended outcomes. GL holds programme and budget review every month and managers have to come up with innovative ways of delivering their set outcomes by leveraging on the available resources. These may involve seeking smart partnerships, in kind support or dovetailing events as explained above. The outcome of these meetings informs the direction of the projects. Through prudent financial management, GL's directs and controls resources in ways that maximise benefits and reduce costs to ensure value for money as we achieve the organisation's set goals.

REPORT

AUDITOR'S REPORT



ACCOUNTANTS & AUDITORS

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Carletonville, 2500

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 29 February 2012, 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 15.

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 International Financial Reporting Standard for Small and Medium-sized Entities, and requirements of the Companies Act 71 of 2008, and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatements, whether due to fraud or error.

Auditors' Responsibility

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

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by 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 29 February 2012, and its financial performance and its cash flows for the year then ended in accordance with the International Financial Reporting Standard for Small and Medium-sized Entities, and the requirements of the Companies Act 71 of 2008.

Supplementary Information

Without qualifying our opinion, we draw attention to the fact that supplementary information set out on pages 16 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 Auditors

24 April 2012

Unit 45 Willowbrook Office Park
Van Hoof Street
Willowbrook
1724

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Gender Links (Association Incorporated Under Section 21)

(Registration number 2001/005850/08)

Financial Statements for the year ended 29 February 2012

Notes to the Financial Statements

Figures in Rand	2012	2011
7. Funds received in advance (continued)		
Non-current liabilities		
At amortised cost	30 347 641	20 776 697
8. Trade and other payables		
Accrued Paye - Botswana	11 794	6 217
UIF-Gender Links	1 195	-
Accrued Paye and NPF - Mauritius	626	10 741
Gender Links - Paye	197 861	-
	211 476	16 958
9. Donor Funds		
Department for International Development (DFID) PPA	7 539 880	9 768 444
Diakonia	537 025	404 248
Friedrich Ebert Stifung (FES)	101 164	294 616
HIVOS Stichting	692 395	662 795
MDG3 Fund (The Netherlands Government, Ministry of Foreign Affairs)	6 170 579	3 664 565
MOTT Foundation	274 919	299 356
Irish Aid	1 696 979	464 875
Norwegian Church Aid	393 838	412 465
International Organisation for Migration (IOM)	-	124 746
Oxfam GB	-	171 500
UK Department for International Development (DFID) GTF	10 471 855	-
The Danish Ministry for Foreign Affairs (DANIDA)	6 768 987	4 576 012
The Norwegian Council for Africa	1 995 032	1 489 820
United Nations Women	897 874	638 848
	37 540 527	22 972 290
10. Investment revenue		
Dividend revenue		
Unit trusts - Local	18 358	23 956
Unit trusts - Foreign	-	405
	18 358	24 361
Interest revenue		
Unit trusts	25 372	14 774
Other financial assets	155 997	165 215
Bank	69 284	352 548
	250 653	532 537
	269 011	556 898
11. Taxation		
No provision has been made for 2012 tax as the company is exempt from taxation in terms of Section 10 (1)(d).		
12. Auditors' remuneration		
Fees	104 196	76 836

Gender Links (Association Incorporated Under Section 21)

(Registration number 2001/005850/08)

Financial Statements for the year ended 29 February 2012

Income Statement

Figures in Rand	Note(s)	2012	2011
Revenue			
Donor funds		37 540 528	22 972 290
Consulting fees		1 495 729	367 852
Rendering of services - Gender Links Services		1 249 516	-
Rent received - Gender Links Services		42 079	-
Conference and office facilities		270 493	316 337
Sales of publications - Gender Links Services		3 899	28 498
	9	40 602 244	23 684 977
Cost of sales			
Purchases - Gender Links Services		(258 576)	-
Gross profit		40 343 668	23 684 977
Other income			
Acquisition of assets		5 906 498	333 225
Dividend revenue	10	18 358	24 361
Fair value adjustments		193 335	252 760
Gains on disposal of assets			9 279
Interest received	10	250 653	532 537
Exchange rate gain		49 931	-
Recoupment - Gender Links Services		533 311	-
Refund - SETA			10 936
Value added tax recovery		1 083 813	869 589
		8 035 899	2 032 687
Expenses (Refer to page 17)		(39 062 206)	(27 531 043)
Operating profit (loss)		9 317 361	(1 813 379)
Finance costs		(266)	(222)
Prior year - funds received in advance		20 776 697	21 473 879
		20 776 431	21 473 657
Prepaid expenses-movement		253 841	1 117 707
Transfer to : Funds received in advance		30 019 135	20 777 985

Gender Links (Association Incorporated Under Section 21)

(Registration number 2001/005850/08)

Financial Statements for the year ended 29 February 2012

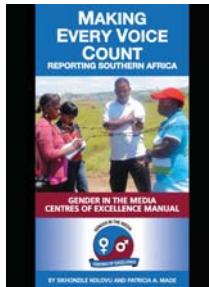
Income Statement

Figures in Rand	Note(s)	2012	2011
Operating expenses			
Administration and management fees		(3 180)	-
Advertising		(27 213)	-
Auditors' remuneration	12	(104 196)	(76 836)
Bank charges		(152 921)	(132 999)
Capital expenditure		(5 906 498)	(333 225)
Cleaning		(49 022)	(47 773)
Conference facilities		(14 052)	(40 237)
Consulting fees		(2 315 589)	(1 104 617)
Courier and postage		(52 472)	(45 049)
Depreciation, amortisation and impairments		(376 427)	(287 012)
Employee costs		(12 192 139)	(10 205 994)
Entertainment		(2 850)	(944)
Equipment maintenance		(149 201)	(142 277)
Financial advisor fees		(1 676)	(13 054)
Gifts		(424)	-
Governance		(138 377)	(176 757)
IT systems		(333 337)	(298 931)
Insurance		(133 407)	(71 108)
Levies		(2 970)	(977)
Loss on exchange differences		(13 010)	(6 428)
Management meetings		(23 407)	-
Monitoring and evaluation		(143 811)	(421 011)
Motor vehicle expenses		(49 725)	(19 877)
Printing and stationery		(258 174)	(269 929)
Publications and productions		(1 314 710)	(2 267 021)
Rent paid		(311 690)	(152 928)
Repairs and maintenance		(487 353)	(145 419)
Security		(35 906)	(34 740)
Staff development		(18 429)	(55 086)
Staff recruitment and development		(50 057)	(56 771)
Staff wellness and welfare		(274 162)	(212 866)
Subscriptions		(60 528)	(12 490)
Telephone and fax		(441 224)	(353 114)
Travel - local		(192 616)	(133 776)
Travel - overseas		(244 402)	(81 861)
Utilities		(119 112)	(74 198)
Website costs		(480 361)	(416 947)
Workshops		(12 587 578)	(9 838 791)
		(39 062 206)	(27 531 043)

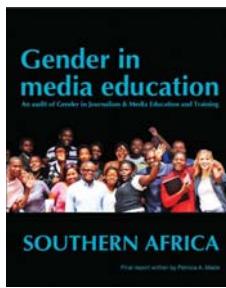
GL PUBLICATIONS REPORT



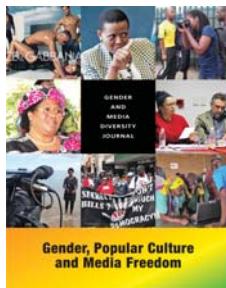
Giant Footprints: GL @ 10 presents a moment in Gender Links' life that is incredibly special. For all of us it should lead to some reminiscence and, of course, lessons and taking stock as to where we are in the fight for gender equality and a world free of gender discrimination. In ten years Gender Links has grown into an internationally recognised player in gender rights and the advancement of women. It has grown from the humble beginnings of a small office at the back of Colleen Lowe Morna's house, with one employee and one computer, to its own office space and 50 employees; regional offices in Botswana, Mauritius, Mozambique, Madagascar, Lesotho, Namibia, Swaziland, Zimbabwe and Zambia. The growth alone is a big story and a lesson in how to develop an organisation.



Making Every Voice Count: Reporting Southern Africa is a compendium to Making Every Voice Count: A Handbook for Gender in the Media Centres of Excellence. The hand book maps out the process, including the management, monitoring and evaluation tools. Reporting Southern Africa is like the concertina that opens out at the critical Stage seven: backstopping. The Media Centres of Excellence (COEs) for gender in the media concept is a follow up to the gender and media research, advocacy, training and policy work that Gender Links (GL) has conducted in SADC. GL will work with 100 newsrooms in the SADC region to ensure that they have at least 30% women sources in news content by 2014 as well as equal proportions of women and men in all levels in the media.

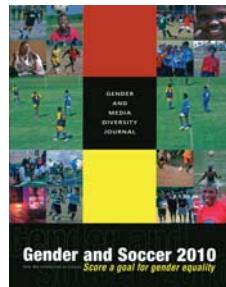


The Gender in Media Education in Southern Africa (GIME) is the most comprehensive audit yet undertaken of the gender dimensions of journalism and media education and training in tertiary institutions in Southern Africa. Covering 25 institutions in 13 countries including Botswana, DRC, Lesotho, Madagascar, Malawi, Mauritius, Mozambique, Namibia, South Africa, Swaziland, Tanzania, Zambia and Zimbabwe, the study took place from October 2009 to April 2010. Gender Links (GL) undertook the study in collaboration with the Gender and Media Diversity (GMDC) - a partnership between media development NGOs and knowledge institutions. The GIME audit took place within the context of the Southern African Development Community (SADC) Protocol on Gender and Development which includes 28 targets to be achieved by 2015.



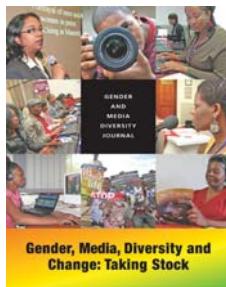
The Southern Africa Media and Diversity Journal, Issue 10

The tenth edition of the Gender and Media Diversity Journal (GMDJ) focuses on freedom of expression. The theme is mainly informed by the 2011 Windhoek +20 celebrations of the Windhoek Declaration on Promoting Independent and Pluralistic Media, the recent debates on access to information and how freedom of expression is in order to enjoy freedom of expression is also tackled in this issue. Freedom of expression comes and is enjoyed in many ways. Media freedom and access to information, are rooted in Article 19 of the Universal Declaration of Human Rights (UDHR). It guarantees to every citizen "the freedom to hold opinions without interference and to seek, receive and impart information and ideas through any media and regardless of frontiers."



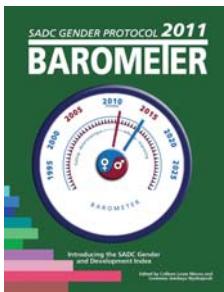
The Southern African Media & Diversity Journal: Issue 8

FIFA World Cup 2010, Soccer 2010, and even just sometimes just referred to as 2010 captured the attention of the Southern African region as a whole. Known as soccer in some countries, and football in others, "the beautiful game" is one of the world's most popular sports. World Cup 2010, the first World Cup to be held on African soil, was one of the most important sporting, economic, media and social events for the region. The event had 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. It strives to provide a "view from the ground," on how the event is, or isn't, affecting people from different walks of life.



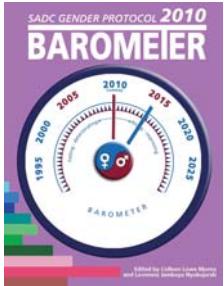
Gender, Media, Diversity and Change: Taking Stock

When results of the 2010 Gender and Media Progress Study (GMPS) were first released, many Southern African gender and media activists expressed frustration at the slow rate of progress in the region. Coming seven years after the original Gender and Media Baseline Study (GMBS), one figure that was of particular concern was the marginal increase of women's sources from 17% to 19% in the region's news. Looking back at years of advocacy, training, and campaigning, there was a seemingly collective sigh of, "Is that it?" The GEM Summit, and this edition of the journal, is produced within the context of the 2015 deadline set by the SADC Protocol on Gender and Development, which calls for gender parity within the media, as well as equal voice and fair treatment of women and men in editorial content.



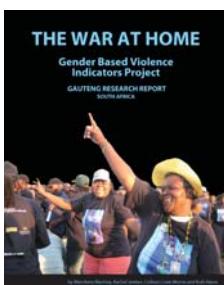
The SADC Gender Barometer 2011

The third Southern Africa Gender Protocol Barometer moves into high gear with the introduction of the SADC Gender and Development Index (SGDI) that complements the Citizen Score Card (CSC) that has been running for three years. With empirical data on 23 indicators in six sectors, the SGDI puts SADC countries at 64% of where they need to be by 2015: the target date for meeting the 28 targets of the Protocol. Seychelles, South Africa and Lesotho lead the way with Mozambique, Angola, Malawi and DRC in the bottom four. Citizens rate their governments at a mere 55% (one percent up from last year). This measure is important because although the CSC is based on perceptions, it includes rights-based measures such as Constitutional and legal rights; gender violence; peace and security missing from the SGDI.



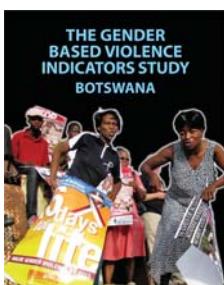
The SADC Gender Barometer 2010

It is almost two years since the adoption of the SADC Protocol on Gender and Development and we find ourselves in a momentous turn of the decade: 2010 marks the 15th Anniversary of Beijing Plus Fifteen; the 10th Anniversary of the Millennium Development Goals; the 10th Anniversary of the UN Security Resolution Council 1325; the launch of the African Decade for Women (2010-2020) of the African Union and Soccer 2010 came to Africa for the first time. More significant when Heads of State meet in Windhoek in August this year they will celebrate SADC's 30th Anniversary while it is expected that the celebrations will coincide with Member States first reports to the SADC Secretariat on the progress in implementing the SADC Protocol on Gender and Development.



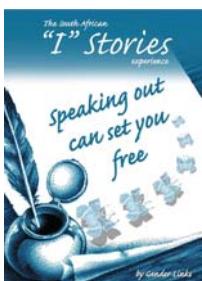
The War at Home GBV Report

Over half the women of Gauteng (51.3%) have experienced some form of violence (emotional, economic, physical or sexual) in their lifetime and 75.5% of men in the province admit to perpetrating some form of violence against women. Emotional violence - a form of violence not well defined in domestic violence legislation and thus not well reflected in police data - is the most commonly reported form of violence with 43.7% women experiencing and 65.2% men admitting to its perpetration. One in four women in the province has experienced sexual violence in their lifetime. An even greater proportion of men (37.4%) disclosed perpetrating sexual violence. Yet violence against women is still regarded as a private affair with only 3.9% of women interviewed reporting this crime to the police.



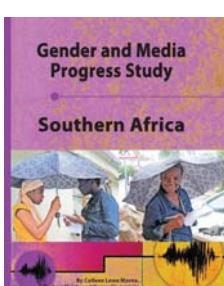
The Gender Based Violence Study Botswana

Over two thirds of women in Botswana (67%) have experienced some form of gender violence in their lifetime including partner and non-partner violence. A smaller, but still high, proportion of men (44%) admit to perpetrating violence against women. Nearly one third of women (29%) experienced Intimate Partner Violence (IPV) in the 12 months to the prevalence survey that formed the flagship research tool in this study. In contrast, only 1.2% of Batswana women reported cases of GBV to the police in the same period. The prevalence of GBV reported in the survey is 24 times higher than that reported to the police. This suggests that levels of GBV are far higher than those recorded in official statistics and that women have lost faith in the very systems that should protect them.



Speaking out can set you free

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 have chosen to tell their stories through the GL "I" Stories project. The butterfly is the symbol of the "I" Stories brand that these women and men have created, as well as a profound metaphor for their lives. The stories are powerful narratives of the pain of abuse, and very often the triumph of surviving and moving on. What they share echo thousands of more voices across the country and the region.



Gender and Media Progress Study

There has been a marginal improvement in the proportion of women sources in the news in the region from 17% in the 2003 Gender and Media Baseline Study (GMBS) to 19% in the 2010 Gender and Media Progress Study (GMPS). This is lower than the 24% figure for women sources in the 2010 Global Media Monitoring Project (GMMP), but the same as the figure for the rest of Africa in the global "spot monitoring" study that involved one day of monitoring in November 2009 at the same time as the regional study took place. The GMPS media monitoring took place in 14 countries in the SADC region (with the exception of Angola where the researcher failed to deliver on time) from 19 October to the 16 November 2009 covering 157 media houses and 33 431 news items.

VISION AND MISSION

GENDER LINKS FOR EQUALITY AND JUSTICE

VISION

Gender Links (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 coordinating 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 by 2015, also the target date for MDG3 (gender equality). The annual barometer measures progress made by governments against the 28 targets of the Protocol. GL has integrated these targets into its three core, closely linked programme areas: the media, governance and gender justice, and its cross cutting programmes: gender, climate change, and economic 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, as well as promoting economic and climate justice.
- Build the capacity of women and men to engage critically in democratic processes that advance equality and justice.

This mission is achieved through a strong commitment to **results** that includes:

- Evidence gathered through conducting research to identify gender gaps.
- Lobbying and advocacy using mainstream and new media.
- Developing action plans in participative ways that bring together a broad cross section of partners in learning that is applied and supported on-the-job.
- Creating synergies to sustain the work.
- Monitoring and evaluating progress using appropriate regional and international instruments.
- Learning, knowledge creation and innovation.
- Improving value for money and institutional effectiveness.
- Fund raising at country and regional level, including maintaining a diverse portfolio of funders and income generating activities through GL Services and the GL Training Institute.



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