



GENDER LINKS ANNUAL REPORT 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.

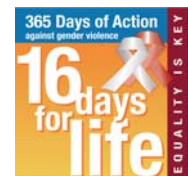
GL is recognised globally for bringing together a coalition of gender NGOs that campaigned for the elevation of the SADC Declaration on Gender and Development into a Protocol with 28 targets to be achieved by 2015. GL coordinates the Southern African Gender Protocol Alliance that brings together national 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. In 2013, GL combined the Gender and Media and Gender Justice and Local Government Summit into twelve country and one regional SADC Gender Protocol@Work summit in the countdown to 2015.

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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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

OVERVIEW AND GOVERNANCE

CHAIRPERSON'S REPORT

By Dr Muna Ndulo, Chair of the Gender Links Board



I am writing this overview on the eve of the 2013 Summit - GL's largest ever. Over the last several months, our 58 staff and 12 Board Members have laboured long and hard, delivering twelve country summits and now a regional summit under the banner: "2015, Yes, we must, the SADC Gender Protocol@Work!" Across the region,

GL and the Southern African Gender Protocol Alliance have engaged some 1500 citizens from local to national level, governments, activists and media practitioners. We have gathered nearly 800 case studies of the Southern African Development Community (SADC) Gender Protocol@Work in dozens of languages, from even more localities. This might possibly be one of the largest participative research and evidence gathering exercises ever undertaken!

Our message is simple. The clock is ticking. In two years, governments will have to account for what they have done to achieve the 28 targets of the Protocol. Much as there is now a lively debate globally about the post 2015 agenda, there are two years to go until then. *Now is the time; the time is now!*

In the 2012 SADC Gender Protocol produced by the Alliance, the Southern African Gender and Development Index (SGDI) rose by just two percentage points from 64% to 66%. This score is an empirical measure of progress against 23 indicators for which data could be obtained across all countries. These cover six of the ten sectors of SADC: governance, education and training, economic justice, HIV and AIDS, media, information and communication.

Women and men in Southern Africa gave their governments a score of 57% - two percentage points up from last year - using the Citizen Score Card (CSC) that went out to 2340 citizens: 1272 women and 1068 men.

Unlike the SGDI, the CSC is based on perceptions, and captures nuances that are not incorporated in the empirical data. For example, while the SGDI records enrolment levels for boys and girls, the CSC includes qualitative aspects like safety in schools and gender biases in curriculum. The CSC also covers the four sectors for which there are no SGDI scores because these are difficult to measure - Constitutional and legal rights, GBV, peace building and implementation.

The Southern African Gender Protocol Alliance - 15 country networks and eight theme groups that

campaigns for the protocol, its ratification, and now its implementation - is gearing up for 2015. Over the last year, the Alliance slogan has progressed from 2015, yes we can! to 2015, yes we must!



Over the last year, momentum has mounted for an Addendum to the Protocol on Gender and Climate Change - a principle accepted by gender ministers in the lead up to COP 17 hosted by South Africa late last year, and at the ministerial meeting in preparation for CSW in March.

Key challenges

The 2012 Barometer points to several key challenges:

- **Patriarchal attitudes still abound:** A few high profile changes in female leadership do little to detract from the underlying patriarchal attitudes, reflected in the shockingly high levels of gender violence revealed by recent prevalence surveys; gender stereotypes in schools; the work place and the media; as well as predominantly male decision-making structures in all

Driving change



Photo: Kubi Rama

Modeste Shabani, a community radio journalist from DRC drove 250 km on a scooter through the night from his home to the nearest airport to fly to Kinshasa for the Summit. He paid for his own travel to get to Kinshasa - in excess of \$1000. There were 17 radio entries and 29 print entries in the DRC. Shabani's joy on being announced runner up defies description. These are the Drivers of Change who become gender linked through our work.

areas. Customary law contracts constitutional provisions with few ramifications in many countries.

- **Backward movement in elections:** With few exceptions, the last set of elections have been disappointing: the decrease in women's representation both at national and local level in Zambia last year; persistent low levels of women's representation in the DRC, and the marginal increase in women's representation in the Lesotho national elections in May 2012.
- **The economy is still a male preserve:** Women still lack access to economic decision-making (26%), land, credit and other means of production. They constitute the majority of the poor; the unemployed; the dispossessed and those who work in the informal sector.
- **Women lack a say in the decisions that affect their lives:** Whether in the bedroom or the board room, women are effectively rendered voiceless, with little say for example, in the use of male condoms so essential to preventing the spread of HIV and AIDS. Women's lack of "voice" reflects in the media, where the proportion of women sources remains stubbornly at 19% of the total.
- **HIV and AIDS continues to threaten the fragile gains that have been made:** Young women remain the majority of those newly infected by HIV and AIDS as well as those who bear the burden of caring for People Living with HIV.
- **Gender violence remains the most telling indicator of women's lack of rights and agency:** Evidence emerging from prevalence studies in three diverse countries - South Africa, Mauritius and Botswana - shows that one in three if not more women have experienced some form of gender violence over their lifetime, often multiple times, and multiple forms of violence.

Key successes

The 2012 Barometer also points to key successes:

- **Education is still the bright star of the SADC region:** Gender parity is rapidly being achieved at all levels. The gender division of labour in subjects is slowly changing, and this will eventually result in a change in the gender division of labour in the work force.
- **Taking advantage on Constitutional Reviews:** One of

the major Alliance successes over the last year has been getting gender onto the agenda of constitutional reviews in several countries, notably Zimbabwe and Zambia. Activists are especially fighting for the removal of claw-back clauses and constitutional guarantees of gender equality.

- **50/50 campaigns go for the bulls eye:** Since the re-launch of the 50/50 campaign in August last year, activists have realised that the way to achieve women's equal representation and participation in decision-making is through Constitutional and legislated provisions. The amendment of the Mauritius Constitution and local government electoral law to allow for quotas is a strategic breakthrough for the island and the region. Detailed projections in the Barometer show that if rigorously pursued, these could still raise the level of women's representation to over 30% in the remaining twelve elections at local and national level by 2015.
- **Evidence of attitude and behaviour change emerging:** The attitude survey administered to nearly 8000 women and men in the region shows that at least rhetorically citizens subscribe to the core principles of gender equality. There is now some evidence of behaviour change leading to lower levels of HIV and AIDS. The care work campaign has raised awareness on the unwaged work of women.
- **A better understanding and more holistic approach to GBV:** The three country attitude and prevalence survey (South Africa, Botswana and Mauritius) has established the disparity between police and actual GBV figures. The study also shows that the highest levels of violence - psychological and economic - are the most under-reported. These findings have accelerated the campaign for routine surveys of this nature to strengthen National Action Plans to End Gender Violence. Zimbabwe is the latest country to embark on GBV indicators research.
- **Focus on implementation:** Now that the Protocol has been ratified, the focus has shifted quickly to implementation. The SADC Gender Unit, Alliance national focal networks, and Gender Links as the alliance coordinator have worked or will work with seven countries over two years to align their action plans to the SADC Gender Protocol and cost its implementation. This is gender responsive budgeting @ work!
- **Change from the ground upward:** Local government across the region has joined the SADC Gender Protocol campaign. 150 local councils have become Centres of Excellence (COE's) for Gender in Local Government and another 150 are set to join. The COE's develop gender action plans aligned to the SADC Protocol and mobilise communities around its implementation.
- **The Protocol@Work:** Nothing succeeds like success! Raw numbers do not always capture the mobilising and inspirational qualities of the Protocol. This is why the 2013 summit is such an important turning point.



Enough is enough: Women participating in Sixteen Days March against GBV in Nata in 2010. Photo: Vincent Galatthwe

GL strategy 2010 to 2015, updated in 2013

GL constantly seeks to adapt to its environment. In 2010 we undertook a visioning exercise. This resulted in GL's Vision 2020, quoted at the beginning of this report. We wove the findings of an institutional evaluation in 2011 into our Strategy 2010 to 2015. Each year we refine this strategy, in response to the needs of the day, and as a

way of applying what we learn along the way. For example, in the past we spoke of Monitoring and Evaluation. Now we refer to Results for Change. We have considerably strengthened the Institutional Effec-

tiveness legs of our work, inspired by the learning groups accessed through DFID PPA funding. The table below summarises the seven key pillars of this strategy, around which this report is organised:

1. Strategic positioning	Registering offices in the ten SADC countries in which GL has offices, and ensuring that statutory requirements are met.
2. Governance	Ensuring that GL has Board Members in all the countries where it has offices.
3. Partnerships and networks	GL is formalising all its 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)	Going from breadth to depth through institutional work at local level and in the media. Developing two cross cutting areas of work-gender and climate change as well as economic justice.
5. Results for change	GL has developed sophisticated online M and E systems used to gather a range of data on outputs, outcomes and impact. Buoyed by its 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.
6. Institutional effectiveness	Country coordinators have been promoted to managers and receiving training; staff, infrastructure and systems are being put into the country offices.
7. Sustainability and Diversification	GL has developed a four-part strategy that includes 1) a vigorous fund raising campaign, especially at country level 2) Diversification through GL Services 3) Achieving greater value for money through improved procurement practise and 4) Leveraging through smart partnerships and in-kind support.

Geographical spread

GL now has ten well-established offices across the SADC region. Five of these have succeeded in raising funds in-country; this is key to sustainability. Country offices have been built on the back of the governance programme that focuses at the local level. However, the Alliance work takes place in all SADC countries.

GL also has vibrant media programmes in the DRC (97 entries at the national summit), Malawi and Tanzania. This explains why we managed to pull off 12 country summits this year. The only countries that did not have summits were Angola (cost issues); Seychelles (critical mass) and South Africa - our home base where entries will go direct to regional.

Mapping GL Programme work across Southern Africa					
	Alliance	Governance	Media	Justice	
Anglophone				National Action Plan	GBV Indicators
Botswana (SADC HQ)					
Lesotho					
Malawi					
Namibia					
South Africa (GL HQ)					
Swaziland					
Tanzania					
Zambia					
Zimbabwe					
Lusophone					
Mozambique (GL Lusophone office)					
Angola					
Francophone					
Mauritius (GL Francophone office)					
Seychelles					
DRC					
Madagascar					

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

Strengthening GL's work in South Africa

Ironically, one of the areas that GL needs to focus on in the coming period is strengthening its work in South Africa. GL has benefitted immensely from the democratic space in South Africa and the stable economy. Having our headquarters in Johannesburg - a major cross-roads for the region has enormous cost and leveraging benefits. South Africa's progressive Constitution and vibrant gender discourse nurture our work. But often we become so focused on the region that we forget our own backyard. GL's South Africa Board Member and Deputy Chair of the Commission on Gender Equality Thoko Mpumlwana explores this further in the strategic positioning section of the report.

Strengthening the Board



In January 2013, GL registered its new Memorandum of Incorporation, as required by the Company Act that governs GL in South Africa. This requires that Board members be re-elected every three years. GL has main-tained a healthy balance between retaining institutional skills and memory on the Board, and constant renewal to ensure freshness and vigour.

Marta Cumbi, Mozambique, joins the Board

Marta Cumbi is an Economist with a Masters Degree in National Development and Project Planning from Bradford University, UK. She worked for the Foundation for Community Development (FDC), a Mozambican not for profit foundation from 1994 to 2012, where she played different roles in the governing structure including Programme Director, Interim Executive Director and Director for Gender, Cooperation and Advocacy. She has served as a Board member of different civil Society organisations and platforms as well as government bodies. At national level she played a role of President of the Board of the Mozambican Debt Group and Mozambican Education Network and Head of the Steering Committee of G20 (Mozambican Civil Society Platform for Poverty Reduction) and Vice-President of the National Commission of SADC on Human Development and Special Programmes. Now she is the Chairperson of FAWE-Mozambique and Vice-President of the Mozambican Education Network. At regional and continental levels, Marta Cumbi is a Board Member of AFRODAD (African Network on Debt and Development) and Prominent Educationalist of FAWE (Forum of African Women Educationalists). At international level she is a Board Member of CIVICUS (Worldwide Alliance for Citizen Participation).



GL's Mozambique board member and Lusophone executive director Eduardo Namburete sadly stepped down in April to take up another assignment. He left behind an excellent foundation - an office, advanced funding negotiations, a Lusophone Opinion and Commentary Service, and work in all GL's programmes. We will miss Namburete's calm and wise counsel, and commitment to the causes we hold dear. We are delighted that he remains "gender linked" and will be able to work with us in several ways. May I also take this opportunity to welcome his replacement Marta Cumbi, a seasoned and committed activist, who has contributed immensely to social justice in Mozambique, across Africa and globally (please see accompanying box).

The Executive Committee

At our last Board Meeting in April 2012, the Board accepted the recommendation by the Executive Committee to change GL's financial year to the calendar year (as compared to the tax year, that ends in February). Exco met twice, and the Board conducted two online discussions on critical issues. These covered staff and board retention, renewal and succession planning; oversight of financial matters and successful fundraising at both regional and country level; rationalisation of our diversification portfolio; oversight of country operations through Country Board Members' reports and the annual board meeting dates for 2013.

Strengthening governance

Last year I reported on several measures taken to strengthen governance, including a fraud policy (since extended to include an anti-corruption policy); a Conflict of Interest Policy; becoming compliant with the International Aid Transparency Initiative (IATI) and continued updating and review of GL Policies and Regulations. Over the last year, we conducted an audit of the laws in all our countries of operation to ensure compliance, and developed a tracking sheet of all statutory requirements. The Board has also developed its own regulations, equivalent to a Code of Conduct. As GL Board Member Pinkie Mekgwe states in the accompanying article, all NGOS must now move away from a culture of "non-conformity" to one of good governance. We must be the change that we seek on our governments.

Once again, it is my honour to serve this Board and this region. Our dream is simple: a Southern Africa in which women and men are free to realise their full human potential in their public and private lives. Is that such an impossible dream? *Yes we can, and yes we must!*

Dr Muna Ndulo

Chairperson, April, 2013

Keys to success - Diligence, Diversity and Dynamism

Pinkie Mekgwe, GL Board Member



Many families round the world mark the entrance of a new addition to the family with a ritual of naming. Naming is taken particularly seriously in many an African family: the belief being that the name will define the path of its holder: from traditional names like *khanyisile/lesedi* (one who brings light)

to the anglicised versions such as Lucky and Loveness.

These names convey aspiration for a path of well-being, fortune, and happiness. Names, even of those conceived at a time of strife, often encapsulate positive sentiment.

Kgomotso and its anglicised version, Comfort, is a name usually given to a child born at a time of pain. It isn't the pain that defines the child, but the positive sentiment that the child alleviates the pain simply by joining the family. Embedded in such a name is also a wish that the child's future will be without pain. The key belief that underpins such naming is that there is such power in a name that a name should never be negative.

To name a child Mathata (Hardship/Problems) is to call trouble upon the child's head, the child's future. Hence, however difficult the circumstances many children are born into, they are more likely to be named 'Happy'/'*Boitumelo*' than '*Botlhoko*' (Pain); more likely to be named '*Setshego*' (Laughter) than '*Dikeledi*' (Tears).

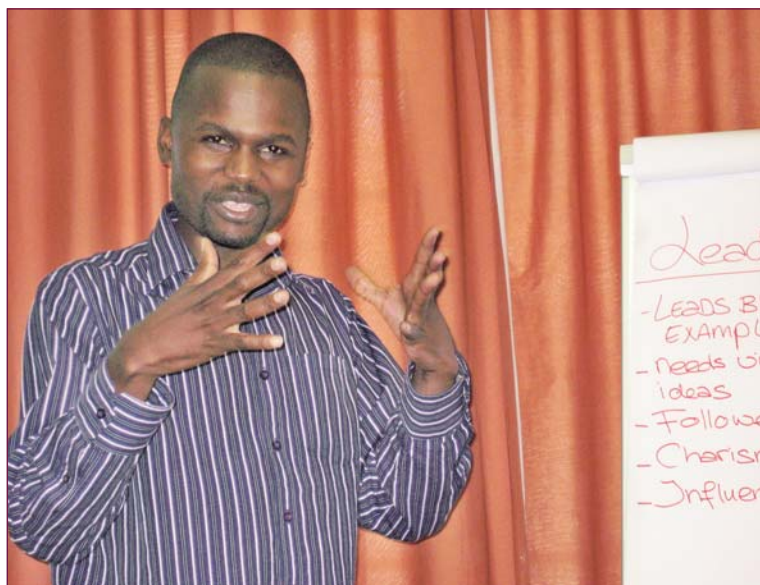
Perhaps this lesson in naming should be extended to the child that has now arguably reached maturity: Non-Governmental Organisations (NGOs). Named in the negative, we have witnessed the births of many NGOs whose care-takers have done everything to undo the negative. NGOs find positive second names that speak to their aspirations, like Khumo (Prosperity), Agang (Build), Kopano (Unity) to the more in-your-face work descriptors like Gender Links, Southern African Regional Universities Association (SARUA) and so forth.

For an undocumented majority, the end is an almost sure death after a series of struggles against being cast as a "non-entity": designated a non-partner to government and private sector; expected to be content with no voice, not much funding, non-development of skills, non-growth, amongst other "nots and noughts".

If organisations that have inherited this misnomer are to succeed beyond the twenty-first century, it becomes critical that they continuously introspect, singularly and in tandem. In a century that is widely being touted as that in which Africa is to claim its place under the sun, the time is nigh for redefinition, not least in order that the ordinary African may lay claim to both the sighting and warmth of this sun that is set to rise for Africa, and Africa with it.

Such redefinition will require, amongst others,

- A shift away from the 'non-' that seeks to demarcate between society-centred and led groups for social justice against political leadership. Positive links ought be forged with governments to ensure more presence, voice, and visibility for civil society Organisations (CSOs). Working in partnership with governments in Africa, the vast experience, data, and networks that have been garnered over time should be made to work as an influencer and enabler of governments' policies and implementation of development initiatives.
- A shift away from the 'non-' that has hitherto presented as territoriality; a move away from enclavity, and towards inclusivity. Definitions of scope have tended to hinder many an NGO. Starting off small and definable by place and area of focus such as women's empowerment need not detain the development, growth, and service ability of the organisation. Rather, a CSO for a 21st century Africa needs to evolve with the needs of the community, continent, and in line with the global landscape. Instead of viewing other CSOs doing similar work as competition, it becomes much more useful to form enabling alliances that will complement the Organisations' work, and allow each organisation to grow in knowledge, strength, and lobbying power. This may result in a reconfiguration of the initial scope of the organisation, for instance from women's empowerment to gendered Development; from a National entity to a Continental to a Global impact entity, reflecting growth of understanding, and addressing a growing need.
- A shift away from 'non-profit making' to financially viable entities. CSOs have become much more professionalised in the past decade, not least due to



Good governance is key: GL Country Operations Manager Mpumelelo Mlilo at a managers' leadership training course, January 2013.
Photo: Colleen Lowe Morna

the calibre of the people that staff these Organisations. And yet a donor-fund-dependent mentality has persisted, leaving many such organisations at the mercy of budget decisions usually made elsewhere, and subject to possibility of overnight demise once funds dry up, which has become commonplace in the current global economic downturn. +21st century CSOs that wish to stay relevant have to leverage their knowledge and skills. This will require a deliberate strategy aimed at incorporating a profit-bearing wing into the work of the CSO that will see the CSO selling its services to paying entities such as the private sector, even as it centralises the non-profit bearing service to the community that it has committed itself to. A clearly crafted strategy will enable this to work in such a manner that the profit made funds the initiatives of the CSO - an inverted private sector-CSI model - towards long term viability of the CSO.

- A shift away from 'non-conformity' to the rules of healthy governance. Too often, we have witnessed NGOs that have defined their 'independence' from mainstream entities, as it were, in creative, but suicidal terms. CSOs of the +21st century will of necessity observe such governance as is ethical, developmental, accountable and edifying. One of the characteristics of many NGOs that came into being in the past 15 years has been that of a singular founder and driver who over the years becomes synonymous with the entity. The evolved landscape has taught us that the incubator-birther-grower model can suffocate the NGO to an untimely death. The widened skills pool that has grown in part due to the indefatigable passionate efforts of the first generation NGO leaders needs to yield to the Y generation to take effective

leadership of this sector. It is time to assure such standards of accountability within CSOs as we have been demanding of our governments and of our political leaders. At a broader level, a self-regulatory mechanism on a global scale, akin to Media self-regulatory boards, should be set in place to curb the less palatable aspects to NGO work that render the whole sector compromised and vulnerable to throttling policies as we have witnessed in a number of countries especially in the past five years.

Over the years that I have had the privilege of serving on the board of Gender Links, I have been participant and witness to the power of dynamism in definition and scope. The Organisation has redefined its scope of work from Gender and the Media to Gender and Development in all its varied facets. GL has grown from a modest one country-anchored Organisation to multiple homes, hands and feet across over eleven countries in Africa.

GL has expanded from an almost lone voice to a veritable multi-linked, alliance driving and driven entity engaging the United Nations at global fora. Gender Links is the living embodiment of the possibilities that can flow from going against the entrapping negating force of the normative 'non' in Non-Governmental Organisation.

For Civil Society Organisations (CSOs) to play their part in sustainable development of our communities requires multiple strengths, multiple abilities, effective and visionary leadership. Diligence, Dynamism, and Diversification remain the three keys to success.



Getting the picture: GL staff - Vincent Galatlhwe and Roos van Dorp from GL Botswana, Albert Ngosa from GL Head Office and Ruben Covane from GL Mozambique.
Photo: Colleen Lowe Morna

CEO's REPORT

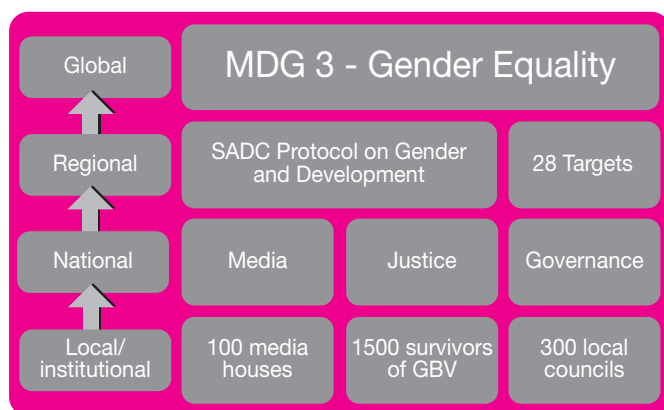
By Colleen Lowe Morna, Chief Executive Officer



2012 might be characterised as a year of growth, maturity and consolidation at GL. We changed our financial year from March to February to the calendar year effective 1 January. The financial accounting for this year, in line with the audit report, is for the ten months from 1 March to 31 December 2012. However, to enable us to compare a full year-on-year next year, all Monitoring and Evaluation data is for the full calendar year 1 January to 31 December 2012. The table of key indicators overleaf reflects relatively steady growth on all fronts: finances, beneficiaries, website hits, contacts database and the institutions we now work with - 292 media houses and local councils across 12 SADC countries.

Programme coherence

Our Programme of Action has become more coherent. We work to achieve the 28 targets of the SADC Gender Protocol that provide a clear roadmap for MDG 3. We mainstream these targets in our three core programmes - media, justice and governance. Through the learning over the last twelve years, we link policy to practise through working with institutions (400 by 2014). We have identified gender and climate change, as well as economic justice, as cross-cutting areas of work. In 2013, GL will begin entrepreneurial training with 1500 survivors of GBV, linking them to the local economic development plans developed by councils.



Encouraged by the results of last year's six country and one regional Gender Justice and Local Government summit, we spread our wings in 2013, a critical countdown year to 2015. The 2013 SADC Gender Protocol@Work summit, preceded by twelve country summits, is the largest set of events ever organised by this organisation that started twelve years ago with two women, a wing and a prayer. It is an awesome and frightening moment for GL!

People power

Growth of this nature does not occur on its own. It is the result of strategy, planning, hard work, dedication, smart partnerships, and resilience. The reader of this report will

learn that GL submitted 34 funding applications during the year under review, and wrote 23 donor reports. So far GL has had a 47% success rate; that could rise to 70% if applications still pending eventuate. This underscores the conundrum of every NGO. We live in faith, believing that money will follow good ideas. But there is never any guarantee. Our greatest asset are the drivers of change in our inner and outer circles: board, staff, associates, partners, and the Centres of Excellence (COEs). Within GL the acronym COE and CEO frequently get confused. Maybe this is a veiled message that every CEO should be a COE!

Learning by listening



Tarisai Nyamweda during verification visit to Bulawayo.

Photo: Fanuel Hadzizi

Part of GL's shift from tracking outputs to evaluating outcomes has involved far more qualitative research. Early in 2012, we took to the road to visit 112 of the institutions we work with to ask a simple question: what has changed? I wish to thank all the COE's that we visited for your hospitality. If we succeed in 2015, it will be because of the work that drivers of change like you carry out, often with limited resources. The richness of this report rests in the feedback and first-hand accounts of all partners. These speak much louder than the facts and figures we dutifully report!

Looking to the future

Growth comes at a cost. Rapid growth has taxed GL's institutional base and raised expectations, of ourselves and of others. Sustainability is a crucial issue at this juncture. In 2013 and 2014, the two DFID funds that GL has benefitted from - the Governance and Transparency Fund (GTF), and the Programme Partnership Arrangement (PPA Fund) come to a close. Currently these funds constitute 40 percent of GL's budget. While we have embarked on a major fund raising campaign, it is unlikely that we will be able to sustain these levels of funding in the future. Disturbing news of sister regional NGOs folding is pause for thought. A decade since GL gingerly hit the scene, founding staff and board members have signified their desire to step down and or

Indicator	2010/2011	2011/2012	2012 (1)	Comments
Income	R30,987,387	R39,444,737	R37,166,582	Financial figures are for a ten-month period. The slight decreases reflect the shorter time-period.
In kind support	Not recorded	R2,279, 952	R1,176,694	
Registered offices	5	9	10	
Board	10 - 20% men	12 - 30% men	12 - 27% men	GL lost a (male) board member in Mozambique (Eduardo Namburete); replaced by Marta Cumbi; this reduced the proportion of men from 30% to 27%.
Staff	50 - 20% men	58 - 30% men	60 - 27% men	GL gained two more staff (female); this reduced the proportion of men from 30% to 27%.
Media COE's	76	109	102	GL's target is 100 media houses. In this process it is normal to start with a higher number that settles at the desired target.
Governance COE's	72	151	190	GL is reaching its target of 300 local government COE's by 2015.
Partnership agreements	56	105	132	The increase in MOU's reflects growth and maturity of partnerships, the bedrock of all GL programmes.
No of events	488	616	629	M and E statistics reflect a full year; the 2% increase in consistent with growing media and governance COE work.
No of direct beneficiaries	16, 848 (2) (5947) 36% men	13,616 (41% men)	12,864 (40% men)	GL experienced a 5% decrease in direct beneficiaries. This year GL linked all its Sixteen Days activities (usually the highest number of participants) to local government, and to qualitative changes within the COE's. The proportion of men participating in GL events, one steadily around 30%, has now stood at 40% for two years running, thanks to the local government work.
No of data base contacts	7425 (37% men)	11,612 (40% men)	13,757 (34% men)	GL's contacts data base grew by 18% but the proportion of men declined slightly.
Website unique visits	268, 536	337 474	341,785	GL website hits (excluding a controversial story on incest, whose removal is explained in the M and E section) increased by 1%.
Facebook likes	450	1350	1883	With a 39% increase last year GL is experiencing a steady increase in its new media visibility.
No reached through list serve	224,680	431,908	564,755	The number of people reached through the GL list serve increased by 30%. GL also developed dedicated French and Portuguese lists to reach these audiences.
No of commentaries				
English	141	157	152	The English service now consistently exceeds its target of 120 stories per annum (ten each month). The French service produced fewer stories but the Portuguese service picked up significantly, with a series on topical series on climate change. Qualitative evidence in the report show that GL is growing new writers (women and men), stimulating debate and putting gender on the agenda through the service.
French	111	112	87	
Portuguese	(Not started)	33	71	
Total				
GL mentions in media	285	246	182	GL continues to maintain a high profile in the media. The reduced number of recorded media mentions may reflect slippage in recording. GL management is looking into this.

Note: .1. Figures for finance are for the last ten months of 2012; all others are for the full calendar year, (2) 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.

retire. This has prompted a healthy discussion in GL on retention versus renewal, as well as the need for succession planning.

As we look to the enormous challenges of achieving the 28 targets of the SADC Gender Protocol over the next two years, we also need to downsize and right size our own organisation. As GL Board Member Pinkie Mekgwe points out in her far-sighted article (*Diversity, Dynamism, and*

Diligence) we need to stop being a non-entity and start generating our own income. We need to beef up country fund raising, accounting for 23% of funds raised in 2012. We need to learn from within what works, and adopt holistic, winning formulas. It is in this spirit that this year I share my learning journey to Mauritius, one of GL's first offices. Thank you all most sincerely, for your unyielding support! Merci, obrigada, siyabonga, mazviita, realeboga, asante sana, zikomo kwambili!

My learning journey to Mauritius, October 2012

I am writing to thank you for the excellent arrangements and wonderful week I had with the Mauritius office last week, as well as share some of the lessons I learned during the week with the bigger GL family. Mauritius is one of our oldest and best established offices. For this reason, I had not visited for almost four years, as I felt other offices needed my attention more. But as former "project sites" graduate to full satellite offices, there is a great deal we can learn from the Mauritius office. It is in this spirit that I am writing this letter.

To be honest, as I boarded the flight all I could really think of was why I should not be going. I had received our draft mid-term evaluation for DFID PPA from the evaluator the night before; I needed to read it and comment. We had two major applications due. As I left I hurriedly wrote a note to (GL Francophone Director) Loga Virahsawmy warning that I would need a lot of hibernation time; not a great way to start this inspirational journey. I soon took my mind off these mundane matters, lifted by your work and spirits.

Strategy - Mauritius 2015 yes we can: Like Botswana, Mauritius has not yet signed the SADC Gender Protocol. Yet this instrument is being used as a "tool" to quote the gender minister; we have launched the country barometer (top item on the MBC evening TV news) and Loga has a daily programme on the MBC on the 28 targets of the Protocol. I would also like to challenge the Mauritius office to build on the momentum of our workshops, the various interviews with MBC, to press home the point about signing, especially now that quotas for local government have removed the main argument against signing.



Municipality of Grand Port Savanne welcomes GL CEO.

Photo: Ghirish Abdhosee

Planning - if we fail to plan we plan to fail! One of GL's mottos, encrypted on the white board of the Mauritius office, is surely a key to the efficient and effective way in which the office works. I observed that the Mauritius office has an operational file of all HQ requirements - M and E, finance, IT.



Mena Gopaul shows off office files.

Photo: Colleen Lowe Morna

Service, team work and dream work: Throughout my week in Mauritius, I experienced a high level of the service culture that characterises this office. Programme officer Mena Goupal and her dad picked me up from the office; programme assistant Ghirish Abdhosee could not have been more helpful. It was lovely to see former GL staff members Mary Coopan and Davinah Shoolay attending various activities and helping out. I have always believed that no one ever truly leaves GL!

Innovation: GL corners in local libraries! When we take care of the basics we open the door to creativity and innovation. I saw many examples of this, most notably Loga's brilliant idea of asking one of the localities to provide space in a community library for all GL's publications, in particular those in Creole and our Mauritius-specific publications. Nothing spreads better than a good idea: within a week all other municipalities had joined!

Ownership and results - the MBC: I welcomed the opportunity to revisit the MBC, and to be convinced that they are serious about gender. Imagine, then, what it felt like to have the DG spend half an hour with us quoting Franz Fanon (the decolonisation of the mind) so I could quote back my favourite Bob Marley - "none but ourselves can free our minds" - and to finally find an intellectual

who understands our media work! Then to have unveiled a five minute documentary by the MBC on why gender is important to the public broadcaster! And to have GL work featured twice during the week as the top news item! I enjoyed engaging with the editors, producers, anchors and reporters, not to mention being pulled off once or twice to go live on radio. I also enjoyed our analysis of one of the main news bulletins, and the sharing on “gender bender stories”. This is a mature relationship - a longitudinal study for sure.

Programme synergy and pushing the envelope - the GBV indicators: One of the most important indicators of programme maturity is how our work begins to synergise in seamless ways at country level. The creative, multi-media canvassing of the War@Home GBV indicators research through cyber-dialogues hosted by municipal libraries, with the MBC hosting a linked radio talk, brought together GL's alliance, justice, governance and media programmes in a remarkable way.

Results for change: It is no coincidence that this office takes M and E seriously; you gather data, especially qualitative data, and use it to fine tune programming. The results are tangible. GL is credited with the quota for local government that resulted in a fivefold increase in women's representation in local government, and led to a Constitutional amendment. These are giant footprints indeed!



Loga Virahsammy enjoying time with family and friends. Photo: Colleen Lowe Morna



Loga Virahsammy being interviewed by the MBC.

Photo: Colleen Lowe Morna

Value for Money and sustainability: As a middle-income country (Botswana, South Africa and Seychelles also fall in this category) it is difficult for us to raise donor money in Mauritius. However, the office has been one of the most innovative when it comes to in-kind resources and VfM. The COE process costs R6000 per council in Mauritius compared to R50 000 in the most expensive countries. We do not budget anything at all for the media COE's except for staff time. These are impressive statistics, not just because we save money but because we enhance ownership.

Family, relationships and wellness - a holistic approach: I wish to commend the people centredness of your work - whether in the office or outside, the work in Mauritius has largely succeeded due to excellent relationships. I saw at first hand how your families support you. Thank you for sending me on a weekend retreat where I am writing this letter. The mountains of Mauritius are its best kept secret. Being amid these amazing volcanic giants definitely lifted my soul. I hope that as time goes on we will be able to do some exchanges between offices as we continue on the learning journey.

CEO, Gender Links

POSITIONING

STRATEGIC POSITIONING

By Thoko Mpumlwana, Board Member



The Gender Links story, to me a believer, makes true the saying that “a prophet is never recognised in their community”. What is a prophet? A prophet is a person inspired by a sense of justice and a burning sense of mission. *The Free Online Dictionary* defines a prophet as “a person gifted with profound moral insight,” and “exceptional powers of expression”, “a chief spokesperson of a movement or a cause”. Prophets admonish, warn, direct, encourage, intercede, teach and counsel. (*Mike Bickle in Kingwatch*).

Ron Mackenzie in his book *Prophetic Ministry* elaborates on the role of a prophet in society as follows:

- Prophets call on people to respond;
- Words of prophets will build and strengthen especially in times of trials and tribulations;
- They foretell the future, “whatever (they) see for the future is related to the present”. They speak of future blessings and give hope for the present;
- They give direction and guidance;
- They may be harsh in their admonition of unjust leaders or practices, even announcing judgements;
- Prophets interpret people's dreams and visions;
- They interpret the signs of the times whilst continuously testing their prophesies.

Prophets may be celebrated or castigated for the messages they carry but the one fundamental characteristic of prophets is that they do not give up because they feel the calling to say what they say and to do what they do. Prophets may initially be embraced and as their message gets louder, they may be marginalised. For prophets, truth is not compromised. In short there are no grey areas for them. For it is not about them but for the greater good! Like prophets, Gender Links chose a cause and decided on a mission: to breathe life into the social contract that South Africans entered into through the Constitution. Though GL proceeded in line with the National Gender Machinery (NGM) that grew out of the struggle by women and/or feminists of South Africa, the nation, in the public and private, has been slow to embrace or take the message as worth supporting. Patriarchy, as we know, is deeply embedded in the life and psyche of South Africa. Therefore, a prophet playing in this space will indeed be confronted with resistance and resentment by those who feel uncomfortable with the message or prospect of dismantling patriarchy. It should be noted that GL does not play alone in this place and so my analysis of GL experiences applies to most NGO's in the feminist, gender equality and women's movement sector.

Even though the cause and message is already enshrined in and protected by the South African Constitution, transformation means loss of power and dominance to some. Therefore, if you wish to remain “safe” stay away from those who rub the powerful the wrong way! By powerful I mean those who benefit from patriarchy.

GL emerged at the peak of the gender equality and empowerment of women discourse in South Africa. The election of women to public offices, enactment of pieces of legislation to empower women and ensure gender equality stirred much excitement. Codes of practice emerged to ensure women's participation in the life of South Africa.

With the post-1994 depletion of donor funding and NGO's struggling to survive, the organisations in the NGM found themselves competing for scarce resources. This led to competition (both positive and negative). In this period of financial drought, GL emerged and grew from strength to strength. Initially our femocrats or sisters in the public sphere offered full support. GL remains eternally indebted to them. In fact, GL got more support from the public sector than from NGO's who felt threatened by the emergence of yet another NGO to compete for limited donor resources.

Ironically, as soon as GL found its niche, a subtle love/hate relationship emerged. Some would comment on GL's perceived “we know it all” attitude. Be reminded that prophets do not hesitate to express the message they have been sent to announce. Could it be that GL's message did not go down comfortably thus causing some to not wish to co-operate with GL? Others would ask: “why, when some NGOs are struggling financially and donors are



Marching forward: GL governance officer Nomthi Mankazana at a June 16 March in Soweto.
Photo: Colleen Lowe Morna

pulling out is GL getting so much funding from international donors?" This is a common perception in our beloved continent. From this sometimes flows the misguided notion that some NGO's are agents of foreign forces bent on undermining sovereign states. For some sister NGOs the "how do they make it" question lingered on especially at a time when donors seemed to be losing interest in funding the women's movement.

Another complication in South Africa is historical. I aver that partisan politics have fragmented the gender movement. It is not easy for NGOs to rid themselves of this reality. Labelling and subjective tests abound. It is problematic if an NGO tries to be proudly political but not in a partisan way.

With its motto, "don't get angry, get smart", GL focused on (or retreated into) building itself and expanding the message in those countries where it was embraced. In any case, GL needed to survive as an organisation. If other countries are ready and willing to come on board, why should GL spend its energies proving its worth? Offices remained in South Africa because of its strategic location and infrastructure, despite challenges of making a visible and growing impact in the country of location and origin. The strategy worked wonders. Today GL has opened ten offices in the Southern African Development Community (SADC) region with support from governments, NGO's, gender activists and feminists in those countries. GL attracted skilled and committed personnel from inside and outside the country.

As GL expanded itself outside South Africa, it became easy for detractors to write GL off as not *really* South African and by implication not fully committed to the South African agenda. Unfortunately, GL cannot advertise its commitment to South Africa in order to mitigate these perceptions. Those who make such pronouncements are not privy to the trials and tribulations of building an organisation from zero to hero. It would be unwise for GL to spend time convincing sceptics about its commitment. Prophets are never understood in their own communities.

"South Africa is pleased to host Gender Links with which it has a good working relationship. As a signatory to the SADC Protocol we endorse the campaign to empower women economically through the holistic Centres of Excellence model. We hereby recommend GL to the Gender Equality Fund."

*Dr Nonhlanhla Mkize,
Director General, Ministry
of Women, Children and
Persons with Disability*

So what then should GL do to embed herself and succeed in this multi-farious South Africa context? Should GL ignore South Africa as a site for GL work? As South Africans, we brainstormed this complication using a SWOT analysis and concluded that GL has a lot of work to do in South Africa. Beyond the academic ponderings of some, the women and men on the ground whom GL interacts with have a big appetite for GL work because our country faces serious challenges. Therefore, GL is core in the resolution of some of these problems.

As a learning organisation, GL is prepared to go back to the drawing board, to consult with the NGM, on how best it can contribute to gender equality. GL accepts that it may have assumed support without fervently working at winning trust and support of stakeholders that matter. GL further acknowledges that it may have decided to take the easier option of simply working in terrains that offered less resistance.

On a positive note, GL received the full backing of the Ministry of Women, Children and Persons with Disability in its successful application for funds to the UN Gender Equality Fund for work on GBV and Economic Empowerment in three provinces. The EU South Africa is supporting a dedicated unit to take forward the work of the Southern African Gender Protocol Alliance in South Africa.

Some of the paths chosen as a way forward include

- Focus work at Local government level where it matters most for women and men. GL will initially focus on three diverse provinces - Gauteng, Limpopo and the Western Cape.
- Resuscitating collaboration and partnerships with organisations committed to women empowerment and gender equality. GL should not duplicate what others do but in partnership with them enhance programmes of mutual interest.
- Build the South African chapter of the Southern African Gender Protocol Alliance.
- Embark on one-on-one engagements including with the South African Local Government Association (SALGA) and the Commission for Gender Equality (CGE).
- Select concrete interventions that will change the lives of women in South Africa.
- Be active in the building or re building of the NGM, critical to ensure a cohesive and powerful voice of the gender movement.



Shosholozza: South African delegates to the third Gender Justice and Local Government Summit.

Photo: Colleen Lowe Morna

Remember: a prophet never tires!

PARTNERSHIPS

By Loveness Jambaya Nyakujarah ~ Alliance and Partnerships Manager



Networking in Swaziland as part of the Gender Responsive Budgeting workshop to align the countries gender policy to the SADC Gender Protocol and cost its implementation. Photo: Colleen Lowe Morna

An individual is but a silent spark when they must stand alone, but when others stand beside them, that simple spark becomes a vigorous flame

~ Deanna Lee



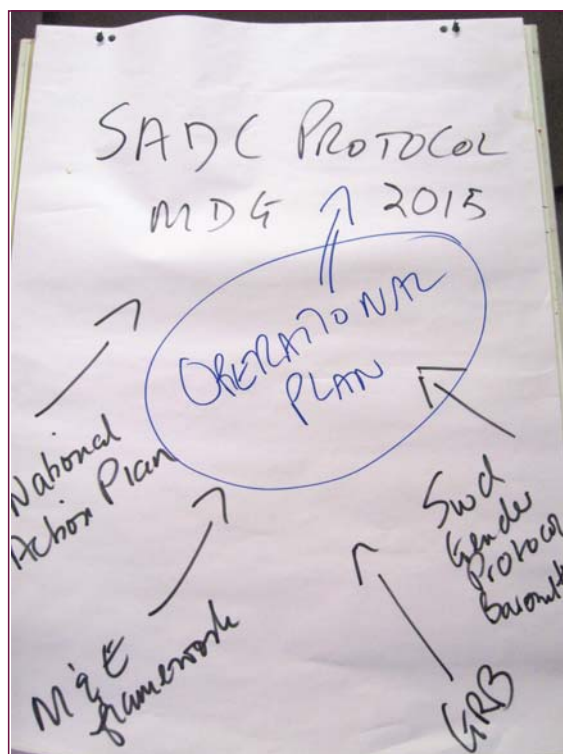
"Gender Links showed us that NGOs really have the power - through unity - to ensure the ratification of the Protocol, including popularising it by printing it in different languages for ease of distribution. It is refreshing to see an organisation such as Gender Links taking the lead in such important

matter, spearheading the process and ensuring that the Protocol works. With the costing of the Protocol project we can see that Gender Links is on top of the game - 'the time is now!'

- Magdeline Mathiba Madibela,
Head of the SADC Gender Unit

"The work I do, and the work of Gender Links are one. I don't distinguish between them. We are all engaged in a common fight, and only by holding hands and walking together will we reach our destination of gender justice."

- Steven Taukobong
Selibe Pikwe, Botswana



Programme	Partners 2012	Partners 2011
Media	82	61
Alliance	25	23
Governance	25	18
Justice	4	1
Total	136	103
Network	Partners	
Alliance National Focal Networks	15	
Alliance Theme clusters	8	
Interest Groups	2	
Local Associations & NGOs	7	
Councils	12	
GMDC	44	
Media houses	38	
Sub total	126	
Gvt	5	
Inter-governmental organisation	1	
Total	132	
Regional-bilateral		
Angola	1	1
Botswana	12	10
DRC	5	2
Lesotho	4	3
Madagascar	14	10
Malawi	8	7
Mauritius	8	4
Mozambique	7	3
Namibia	5	5
Seychelles	1	1
South Africa	14	13
Swaziland	6	3
Tanzania	11	10
Zambia	14	9
Zimbabwe	13	12
Sub total	123	
Regional		5
Africa-Kenya	2	2
International	7	5
Total	132	105

"GL has done well to ensure that people at the grassroots level access information. For example by simplifying the training manual on local government as well as translating it to Sesotho."

- Ministry of Gender, Lesotho

"As I leave this 2012 summit, I'm going away with a clear action plan. I want to network with the courts, since this is where cases of GBV are referred to. I would like us to form an advisory group. It is my wish to see GBV eradicated in the Kingdom of Lesotho. I believe we have started the process in my own police station, but there needs to be a lot of follow through for us to have sustainable results. I know we can end GBV, if we all work together."

Matumelo Maqokela, Lesotho

As the name Gender *Links* suggests, GL is an organisation built on partnerships. In accordance with the Ubuntu philosophy common to many Southern African cultures, "we are who we are because of others". In its first seven years, GL had no offices outside Johannesburg, operating exclusively with and through partners.

As we have opened offices, we have sought to deepen and strengthen partnerships, especially at the local level. Here, we work primarily through local government associations. Councils that join the Centres of Excellence for Gender in Local Government sign "statements of commitment" within the broader rubric of the agreements reached with associations.

The work of the Southern Africa Gender Protocol Alliance takes place exclusively through national focal networks and theme clusters at regional level with whom GL has Memorandum of Understanding or MOU's. The work with media houses involves direct or MOU's signed with these organisations. GL also has several MOU's with media education, training and development organisations through the Gender and Media Diversity Centre (GMDC).

In line with Gender Links Policies and Regulations, the organisation conducts an annual review of its partners. A key strategic focus over the last two years has been to formalise partnerships through MOUs. This section focuses on those partners with whom Gender Links has MOUs and in a few cases have a special agreement in its four programme areas: Media, Alliance, Governance and Justice.

An increase in partners

As illustrated in the table the number of partners with whom GL has MOUs increased from 103 in 2011 to 136 in 2012 - a 32% increase.

The largest increase took place in the media programme. Unlike local government where GL enters "umbrella" agreements with local government associations, in the case of the media (that is more fragmented) GL enters organisation - specific MOU's as part of the Centres of Excellence for gender mainstreaming in the media.

All other programmes also witnessed some growth since the last annual report in 2012. Alliance partners increased by two organisations from 23 to 25 (9%) while for the governance programme increased from 18 to 25 (39%) and the GMDC from 37 to 44 (19%). The Justice programme's partners are unique in that these are Ministries of Gender from four countries: Botswana, Lesotho, Zambia and Zimbabwe.

Out of the 82, 38 (46%) of the MOUs have been signed with media houses under the Centres of Excellence Gender Mainstreaming in media houses 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. This is an increase from 26 in the past year.

The remaining, 44 (54%) are either MOUs or a working agreement between GL and the Gender and Media Diversity Centre (GMDC) partners. The GMDC brings together media

trainers and training institutions; media practitioners; academics and researchers; students; gender and media activists; and national, regional and international organisations.

The Alliance programme works with 25 (19%) partners; 21 of these have signed MOUs with GL. 15 are country focal networks with a representative from all SADC countries while eight are regional thematic network focal points and two representative of interest groups for the faith based organisations and men's sector.

Numbers in this case may be deceptive: the Alliance focal networks are a door through which most of the advocacy, monitoring and evaluation work on implementation of the SADC Gender Protocol takes place at national level. GL in its role as Alliance secretariat is redoubling its efforts in the critical countdown to 2015 to contribute to strengthening institutional mechanisms at country level.

Governance has signed MOUs with 25 partners in the roll out of the Centres of Excellence Gender mainstreaming for local government (COEs). Seven of these are with local government associations; 12 with local councils and five with government ministries. The increase in MOUs with Ministries of Gender and or Local Government - from one last year, to five this year - shows that the programme is growing and there is buy-in at the highest level. However, through the governance programme GL is working directly with over 140 councils in ten SADC countries. This number is set to increase to 300 by 2014. Again, absolute numbers may be deceptive in this case, since partnership agreements are signed at macro level.

Another way of looking at GL partnerships is by target group. GL is seeking to ensure synergies in its programme work. MOU's with partners like government ministries frequently span all four programmes. The Independent Progress Review of GL's DFID PPA funded work analysed partnerships in the following categories:

Partnerships with Alliance networks and SADC CNGO -

GL developed partnerships with CSO country networks and regional clusters to coordinate the work of CSOs to hold governments accountable. The Alliance partnerships at the regional and national level are not binding. GL has signed Memoranda of Understanding (MOUs) and other types of formal agreements with its partners to obtain their commitment.

Working hand in glove with the gender ministry in Zambia

The Ministry of Gender and Child Development (MGCD) in Zambia and Gender Links enjoy a strategic partnership that cuts across three of the four GL programme areas: Alliance, Gender Justice and Governance. The MGCD's vision is to achieve full participation of women and men in the development process at all levels in order to ensure sustainable development and attain equality and equity between the sexes as articulated in the National Gender Policy.



Gideon Gwebu, Gender and Family Issues Unit, Swaziland, speaking at the preparatory meeting for the costing workshop.
Photo: Colleen Lowe Morna

Partnerships with governments

GL has worked with gender ministries in Seychelles, Namibia, Zambia and Swaziland to align their gender policies to the SADC Gender Protocol and cost implementation.

GL and the Women's Affairs Department in Botswana developed a mutually beneficial relationship in the implementation of the GBV indicators research. GL managed technical research components including analysis and drafting of the report (the software) while WAD managed all in-country processes including provision of resources (financial, human and administrative), logistics for training and fieldwork (including mobilization of research assistants) as well as for the launch of the GBV Indicators Study Report (the hardware). In Mauritius, GL worked with the Mauritius Research Council (MRC), and in South Africa the Medical Research Council (MRC), both statutory bodies. GL is using the Botswana and Mauritius models to persuade other governments in the region to conduct GBV indicators research, starting from local to national level. GL, in partnership with gender ministries, has rolled out the research to Zimbabwe, Lesotho and Zambia. GL's current strategic thrust is to develop long term, strategic partnerships with gender ministries covering a range of programme areas.

The partnership with Gender Links has grown from strength to strength since 2008. Examples include:

- The Ministry sourced ZMK 60,000,000 (approximately US\$12,000) funding for the 2012 national SADC Gender Protocol@Work summit. MGCD officially opened and closed the summit.
- MGCD sourced funding from UNICEF for the roll out of the GBV indicators project in four districts; this is being scaled up to national in 2012.
- GL through the SADC Gender Unit and GIZ provided technical assistance in the second half of 2012 to MGCD

in conducting a gender mainstreaming, gender budgeting and costing capacity building workshop for gender focal



From left: Magdeline Madibela, Head of Gender Unit, SADC; Honourable Inonge Wina Minister of Gender and Child Development (MGCD); Namatama Chinyama, Documentalist at MGCD; Edwidge Mulate, Permanent Secretary in the MGCD and Colleen Lowe Morna, Chief Executive Officer of GL at 2012 Zambia Barometer launch - Lusaka, November 2012.

Photo: Loveness Jambaya Nyakujarah

points from line ministries. This has resulted in the development of a costed gender action plan, which provides a roadmap for achieving the 28 targets of the SADC Gender Protocol.

- The Minister of Gender Inonge Wina and Permanent Secretary Ms Edwidge Mutale presided over the launch of the 2011 and 2012 national and regional SADC Gender Protocol Barometers.
- MGCD supports and has officiated at a number of stages under the Centres of Excellence for gender mainstreaming in local government programme as well as either co-hosted or participated in the Local Government and Gender Justice or SADC Gender Protocol Summits.

In an interview for this report, Director of Social, Legal and Governance Chrstine Kalamwina emphasised the need to continue with the partnership going forward, including creating a platform for information sharing on what GL is doing at community level to enhance the gender mainstreaming and integration into the development process especially at local level.

Three way partnership between a provincial government, GL and Donor

Reflecting GL's growing confidence in managing complex partnerships, Irish AID approached GL to help manage the implementation of a GBV project in the Limpopo province of South Africa after the provincial government failed to deliver. Both the Limpopo Department of Health and Irish Aid expressed satisfaction at the efficiency and innovativeness of GL. This project also shows how GL has turned an unfortunate situation to its advantage, assisting to deliver the GBV prevention project but linking it to GL's COE and GBV indicators work in the province (see schematic diagram). The partnership has yielded strong and lasting relationships in Limpopo province.

IRISH AID RELATIONSHIP WITH GL

- 2010: Funded a GBV research project for the Gauteng province. The project was successfully implemented and reported on.
- 2011: Based on the success additional funding was disbursed to GL to conduct the GBV research in the Limpopo province of South Africa. GL has built a relationship with the Limpopo provincial administration and they are a partner in the research.
- 2010-2011: GL has been working with local government to mainstream gender in the province with other donor support.

IRISH AID RELATIONSHIP WITH LIMPOPO PROVINCE

- Bilateral funding arrangement with Limpopo provincial government.
- The province is in a financial crisis due to mismanagement and under austerity measures.
- Among other other Irish Aid supports a GBV prevntion project in two districts, Vhembe and Mopani.
- The GBV project had been dormant for two years.
- Funding ends in December 2012 and Irish Aid wanted implementation or the money would have to be returned.
- Limpopo Department is committed to the project but does not have the administrative support.

STRATEGIC PARTNERSHIP

- In an unprecedented move, Irish Aid approached GL, civil society organisation, to project/manage the prevention interventions in the two districts for the Limpopo government.
- GL is dispersing funds for the implementation of the project, managing the roll out of activities, monitoring and evaluating the project.
- GL has conducted the GBV research in the two districts and will use the baseline figures from the research for future focus of the project.
- GL is linking with the local councils in the two districts with a view to working with them in 2013 to mainstream gender with a particular focus on reducing GBV.

"We saw an opportunity to form a partnership with Irish Aid in 2008. Our contract with Irish Aid was for two years but we experienced some challenges in implementation due to internal systems and irregularities. We requested Irish Aid to extend the contract and it was extended to Dec 2012. An agreement was reached between Irish Aid and the Department to engage NGOs to manage the project. Irish Aid identified GL to work with the project. We learnt a lot from the NGO processes. We know that you must work hard when working with NGOs. I must say we have seen light and we are seeing where we are going and thanks to Irish Aid. Our partnership with GL is wonderful. At the moment it is working very well. They are teaching us everything. Everyday we are learning. Our last wish - if someone were to ask me what do you want written on your tombstone, it is to keep our relationship with GL alive."

(Sibongile Ncongwane, Gender Manager, Department of Health Limpopo Province)

"This relationship with GL is a milestone... a major achievement. We have always wanted governments and NGOs to work together. It has always been a difficult relationship that has not worked but I see it working very well in this instance - In terms of procurement government is a huge heavy machine and procurement takes very long. GL comes in and they cut that process by 90% in two months. The activities that were supposed to be implemented since 2010 were done in two months! In reality, the technical expertise GL has brought in has exceeded our expectations."

(Joy Summerton, Irish Aid Limpopo)

Working on the ground floor with local government: GL has developed strong partnerships with the local government associations in SADC region to roll out the CoE process to local councils. There is a high level of political buy-in for the gender justice and local government work at the political level and through local associations. The GL country managers take councils through a 10-stage process to build their capacity to analyse and develop gender action plans for achieving the targets of the Protocol. Without the work of GL the councils would have not mainstreamed gender in their plans.

Long haul relationships with the media: GL is formalising partnerships with media development organisations and media training institutions through the Gender and Media Diversity Centre (www.gmdc.org.za) and MOUs signed with the media CoE's

"GL is moving away from the ad hoc intervention to more formal interventions with MoU to show commitment. Media houses value their autonomy but hopefully long relationships will open the space. GL is looking for long relationships. It is not just for today and when the policy is done then we don't need you. This new shift will allow media houses to see how by adopting an engendered approach the quality of their reporting will be changed. I think this is a wonderful resource in terms of providing more substance to what comes out of newsrooms. This is why they like our students' work because you hear the viewpoints of a diversity of sources. They are often deadline-driven such that they give single source stories or speech-based reporting."

(Emily Brown, Head, Media Technology, Polytechnic of Namibia and GL Board Member)

Partnership with other regional and international organisations: The Eastern African Sub-regional Support Initiative (EASSI) sought the advice of the Southern African Gender Protocol Alliance in drafting a Protocol like the SADC Gender Protocol known as the Protocol on Gender Equality (2009). This aims to begin an engagement with the EAC to establish a Protocol, which speaks to gender related issues as they impinge on the woman and the girl child with the East African socio-political, economic, cultural and technological sphere. This goal is to be pursued also through the coalition known as the East African Declaration on Gender Equality (EAGE).

Other significant partnerships are with FEMNET, IAWIT, the Africa Union Citizen Centre for Participation (CCP) and Akina Mama wa Africa. The partnership with the SADC CNGO is maintained through Alliance (elaborated under Programme of Action).

The work of GL with the local government councils is recognised globally. The UN Economic Commission for Africa (UNECA) African Women's Centre requested GL to document best practices on the CoE work as one of the 7 global best practices in a compendium of case studies on gender mainstreaming in local government.

GL sits on the UN Secretary General's UNite Campaign Africa advisory committee. GL and partner organisations are preparing for the Commission on the Status of Women (CSW) meeting in February 2012 that will focus on GBV.

Where are GL partners located?

Geographically, 123 (93%) of the partners are located in Southern Africa. In previous years most of these were based in South Africa. Now, South Africa, Zambia and Madagascar, at 14 partners each, tie for the largest number of MOUs that GL has in any one country. Zimbabwe with 13 partners, Botswana (12) and Tanzania (11) follow closely behind. Seychelles and Angola have the least number with one formal partner each. Gender Links is working to penetrate these countries. For example, in Seychelles GL has worked closely with the Gender Unit to develop a costed gender action plan and will soon be working with them to roll out the GBV indicators project. One of the biggest obstacles for Angola is the operational cost to have extensive programmes in the country. Nine partners are located outside SADC.

Why partner with GL?

- WLSA Zambia is the country focal network of the Alliance. We have been utilising GL publications - *Maimbo Ziela, WLSA Zambia*
- SADC-CNGO partnered with the Alliance to lobby for the SADC Gender Protocol and its ratification by member states - *Boichoko Dithlake, SADC CNGO*
- They are a cooperating partner and working on projects we believe in - *Wonder Jekemu, Embassy of Sweden in Harare*
- The National Women's Council has an objective, the empowerment of women and fight for their rights, which is one of the common goals with Gender Links. GL also provides assistance to the council by organising workshops for the women in the media. GL can assist the women's council in attaining the goals set out by SADC - *National Women's Council, Mauritius*
- Partnership began through the media literacy course. Since the organisation is active in promoting women's empowerment and gender equality, they became interested in GL's work - *Centre des Dames Mourides (CDM)*
- To become a Centre of Excellence for gender mainstreaming in media institutions through facilitating mainstreaming of gender in information training - *Peter Banga, Harare Polytechnic*
- Lusaka City Council participated in the Local Government association annual general meeting and the AMICAAAL annual conference in July, 2012. It was there that a presentation of the ten stages of becoming a Centre of Excellence was given. There after Lusaka City Council management and councilors' agreed to undergo the process of becoming a COE. This was because the Council had never had a gender action plan. A councilor and management staff were selected

"We share the same vision and mission of ensuring gender equality. We now have an MOU to ensure that our collaboration is bigger and stronger."

*Mapuleng Secheche,
Ministry of Gender in
Lesotho*

- as gender champion and gender focal point persons respectively - *Brenda Mwalukanga, Lusaka City Council*
- Gender equality and women empowerment is a focal area of our bilateral cooperation with the Government of Mauritius. It is therefore very important for the EU to be updated on the country gender profile. GL's initiatives are very laudable as they address the issues of gender which are relevant to the EU - *Delegation of the European Union to Mauritius*
 - It was important for our group to partner with GL so that we learn more and understand better Articles 4 -11 on Constitutional and Legal Rights of the SADC Gender Protocol since our government signed the instrument - *RENEMO Creations, Lesotho*

Partner's ratings and areas for improvement

Gender Links extended the request for partnership feedback to a variety of partners; 40 responded.

	2012	2011
Consultation	8	8
Administration and coordination	8	8
Relationship management	8	8
Sharing of resources	8	9
Awareness raising	8	9
Joint implementation	7	7
Monitoring and evaluation	7	8
Mutually beneficial nature of partnership	8	8
How positive is GL in relation to the work you do together?	9	9
How powerful is GL in the work you do together?	8	9
TOTAL	79	83

The table shows an overall rating of 79% in 2012, down from 83% in 2011. This may reflect the higher number of partnerships and challenges of maintaining large numbers of meaningful relationships. In GL country offices where the organisation has two to three full time staff, often travelling outside the capital city, it is often not possible to attend as many partner events as GL would wish. As in 2011, GL scored highest on positive outlook. There are however, slight drops in ranking on sharing of resources and awareness raising. Joint implementation, monitoring and evaluation need to be improved.

There are areas GL could improve

Partners identified some key areas that Gender Links could improve:

- By providing more support in terms of logistics and knowledge sharing to help the council to accomplish its mission effectively - *National Council of Women, Mauritius*
- Through regular meetings and implementation of similar projects - *LANFOD, Lesotho*
- Regular meetings to share information and plan together - *Ministry of Gender, Lesotho*

- By planning the quarter work plans together to ensure that adequate time and resources needed in implementation are allocated - *Lusaka City Council*
- Sharing of information on resources available - *Virginia Muwanigwa, Women's Coalition, Zimbabwe*
- Annual consultations and regular debriefing updates via emails - *Boichoko Dithake, SADC CNGO*
- Follow up meetings and dialogue over how activities can be improved - *Wonder Jekemu, Embassy of Sweden in Harare*
- More needs to be done to engage in the media as a partner in sensitising people at grassroots level about gender issues - *Peter Banga, Harare Polytechnic*
- As an organisation working with women and children in the community, we would like GL to participate in some of our activities by providing us with expertise in areas we are yet to agree on with GL - *Martha Chileshe, Home Start Zambia*

"Gender Links remains a leader in not only information sharing but also more importantly in documentation."

*Virginia Muwanigwa,
Women's Coalition,
Zimbabwe*

Next steps

In the critical countdown to 2015, GL will seek to strengthen strategic partnerships and provide linkages across sectors where possible to accelerate achieving gender equality in SADC. The SADC Gender Protocol Summit scheduled for April 2013, which will bring almost all the partners highlighted in Table I to a common platform to take stock on progress but also affirm good practices is testimony to the variety of partnerships that GL has continued to forge over the years. This will include government ministries, media practitioners, civil society, faith based organisations and development partners among others.



"Gender Links, keep up your work, especially on the 50/50 campaign and the SADC Gender Protocol 2012 Barometer. You have really made an impact in the region. Countries like Zambia really need your expertise because the numbers of women in decision making positions, particularly in Parliament and the Councils have gone down after the 2011 elections"

Maimbo Ziela, WLSA Zambia

POA PROGRAMME OF ACTION



Dancing to a new tune - Denicah Makota (right) celebrating the Zvimba Rural Development Council Gender Policy and Action Plan.

Photo: Colleen Lowe Morna

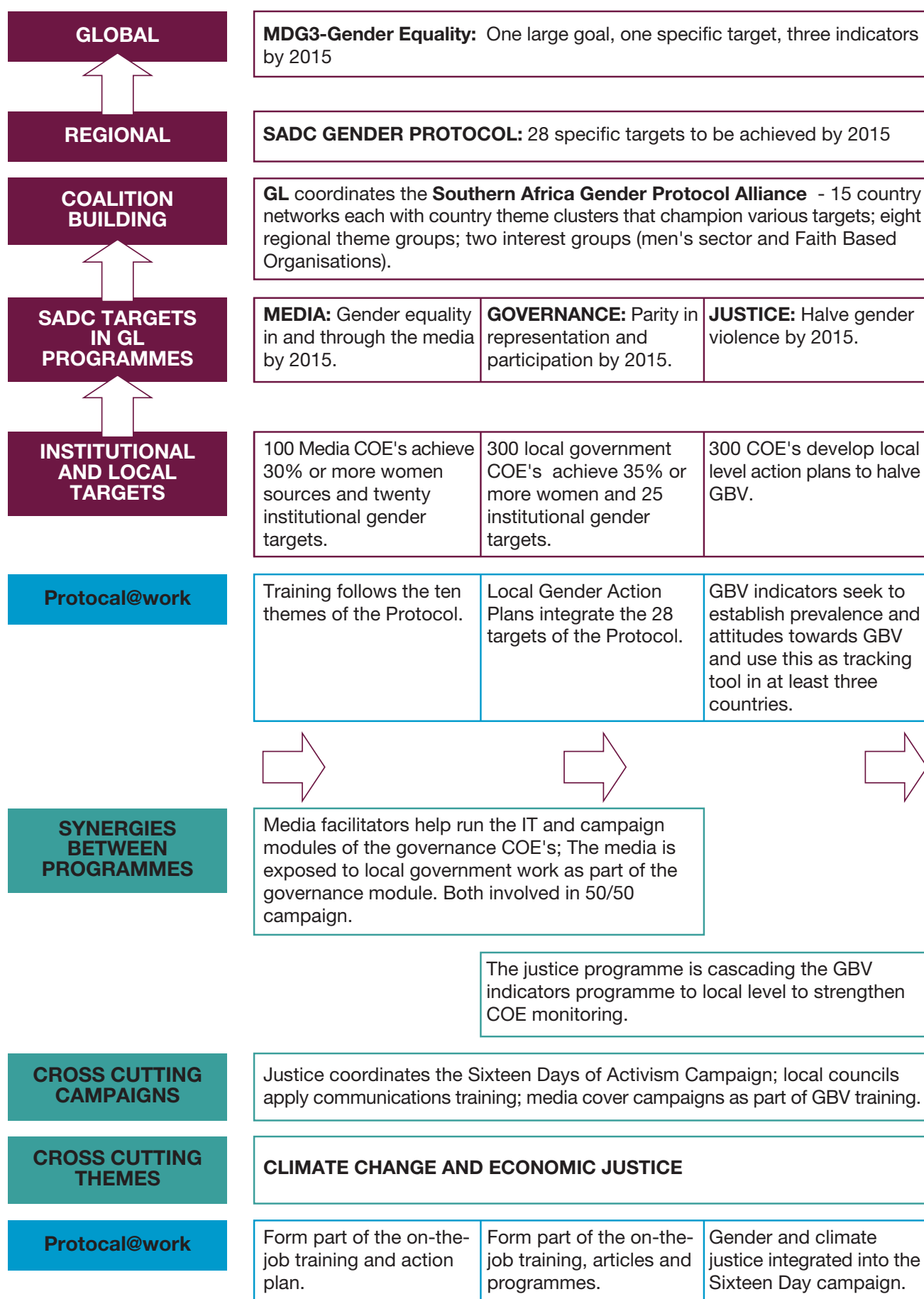
Gender Linked through the SADC Gender Protocol



"I first heard about GL through the Zvimba Council Gender Focal Person (GFP) Fainesi Shamhu. She was talking to colleagues about the SADC Protocol in 2012 after attending and participating in the National and Regional Gender Justice and Local Government Summit. I got a copy of the SADC Protocol which I am now using to talk to the communities I work with. I believe the Protocol has opened up our minds as women. There has been notable change to my life, this Council and the community that I can bear testimony to. Due to GL and gender mainstreaming initiatives, council has taken affirmative action steps to register houses/stands in both spouses' names. The housing application forms are now sex disaggregated.

This is just an example I have noted among many other things the Council is doing. Personally getting to know about gender issues has been an eye-opener. I used to look down upon myself and my capabilities. Through gender education, I have been empowered and I am now a very confident person. I am now the chairperson of the Political District: unanimously elected, unopposed. In the past, I would have been afraid to take up such positions. I now know that you can contest with men and challenge them, even at work. Most important, I have learnt that there is need for behaviour change. In the past, we had people having multiple concurrent relationships in our community. This has decreased. If you want to be a role model, your behaviour needs to change. I have acquired information and the ability to act on the knowledge that I have acquired. This is the first time I am meeting someone from GL but I now know that they are the proponents who move the SADC Protocol." - Denicah Makota, executive assistant, Parliamentary Constituency information Centre.

GL PROGRAMME AT A GLANCE



GL's THEORY OF CHANGE

GL's work begins from the premise that of all the sources of inequality and exclusion across the globe, gender is the most cross-cutting of all. Reinforced in formal and informal ways, gender inequality begins in the home; is perpetuated by the family; schools; work place; community, custom, culture, religion and tradition as well structures within society more broadly-the media, new media, popular culture, advertising, laws, law enforcement agencies, the judiciary and others. While society generally identifies other forms of inequality, gender inequality is so *normalised* that it often goes unnoticed, including by women who have been socialised to accept their inferior status. Given the insipient nature of gender inequality and the multitude of layers that reinforce its existence, GL believes that the only way to redress gender imbalances is to work in a holistic way that begins (as in the GL vision) by recognising the importance of achieving equality in *both* public and private spheres.

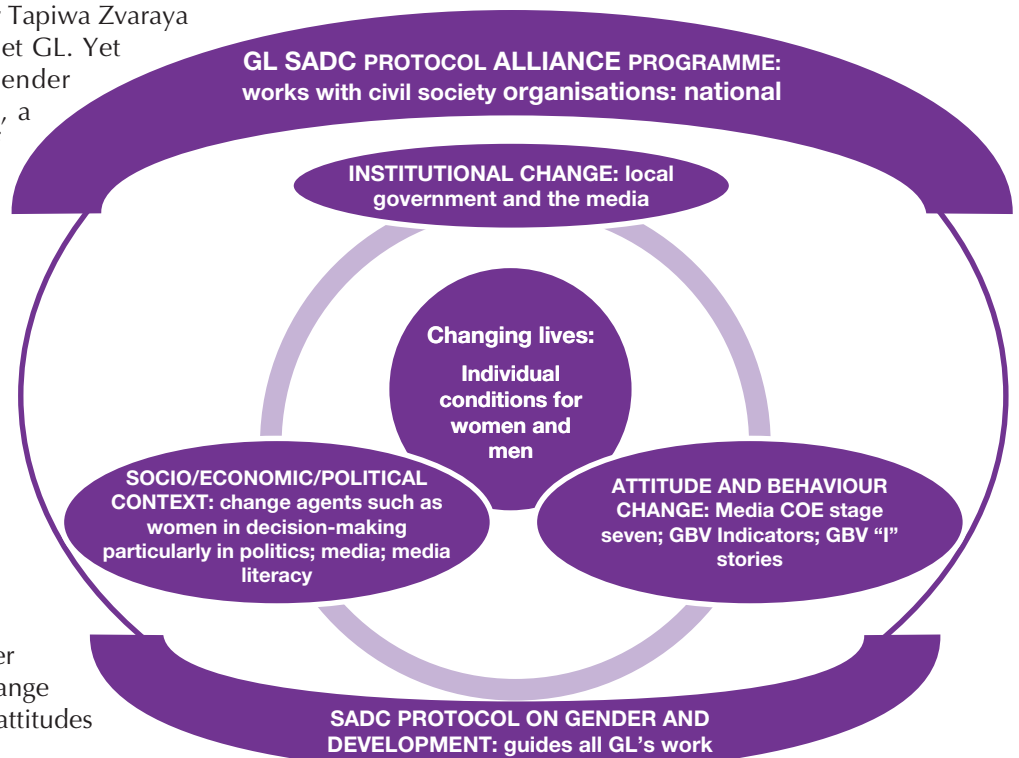
GL's Theory of Change (ToC) is centred on empowering women in every respect (social, political and economic) to claim their rights; as well as changing the attitudes of men and helping them to understand that this is not a zero sum game. GL also recognises that equality of opportunity does not necessarily equate to equality of outcome. For example, there is nothing legally stopping women from holding public office; yet a barrage of societal factors bars women from equal representation in decision-making. The graphic illustrates the multiple spheres and targets, from local to national to global, and how these circles of change work together.

The graphic comes to life in Denicah Makota's story. At the time that GL programme officer Tapiwa Zvaraya interviewed her, she had never met GL. Yet she learned about the SADC Gender Protocol through Fainesi Shamhu, a Gender Focal Person or Driver of Change in one of the 140 councils that GL works with. Shamhu attended the 2011 national and regional summits in Zimbabwe. She took the word back to her council, which has developed and is implementing a gender action plan. Makota, a member of the community, is beginning to see the fruits of that plan, for example land being registered in the names of women and men. She is personally empowered, so much so that she stood for elections in her political party. She is clear that change will only come about when both attitudes and behavior change.



Making every voice count for gender equality: With its strong roots in gender and communications work, GL uses the ecological model that begins by locating responsibility with the state and all the societal forces that influence change, but follows the concentric circles through to the community and individual level. As GL's ToC has evolved, the organisation has been able to make effective links from local, to national to regional and international level (see POA Map) making a strong case for a multi-prong approach in addressing gender inequalities, especially gender violence.

Change socio-economic and political context through gender change agents: At the strategic level, GL champions



work on the SADC Protocol on Gender and Development, a unique sub-regional instrument that brings together all the existing international and continental commitments to gender equality and enhances these through 28 targets to be achieved by 2015. The Protocol provides a roadmap for the region for MDG 3. It is a strong, visible tool for holding governments accountable, given a sense of urgency by the 2015 deadline. This instrument is also a tool for galvanising civil society to influence socio-economic and political change at the national level.

GL works with change agents including women and men in government and civil society to effect change. The outcome of the Alliance programme is strengthened capacity of gender CSOs to hold governments accountable to their commitment of gender equality. This outcome is achieved through CSOs lobbying for the integration of Protocol targets into government gender policies, planning, and budgets in costed action plans for implementing the SADC Gender Protocol targets.

GL's justice programme contributes to change at the policy level through advocating for governments to adopt indicators and to measure Gender Based Violence to strengthen their national action plans. GL's media programme, that includes a ten-part newsroom training on the targets of the SADC Gender Protocol creates awareness and debate, and contributes to accountability.

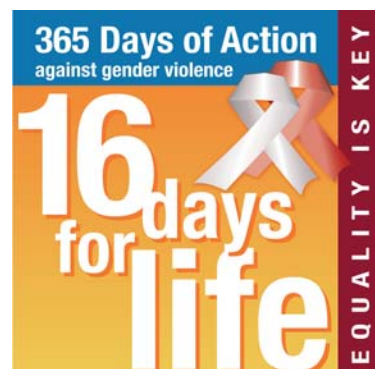


Changing institutions: At the institutional level, GL is taking the targets of the SADC Gender Protocol to the micro-level by working with 300 local councils and 100 media houses that have elected to become Centres of Excellence (COE's) for Gender Mainstreaming. These two institutions are best placed to impact communities and individuals and form core programmes of GL interventions. The outcome of the media programme is to advance the Gender Protocol target of gender equality in and through the media. The performance of the media programme is measured by the proportion of women sources in media houses that GL is working with. The media has the ability to reach into people's homes through particularly the public and community media.

The outcome for the governance programme is to contribute to the SADC Gender Protocol target of gender responsive governance at the local level through gender action plans featuring gender violence, Local Economic Development (LED) and climate change. The performance of this outcome is measured by the proportion of women in local government and the qualitative measure from case studies and testimonial evidence of the difference that this makes. Local government is at the centre of basic service delivery and the effective delivery of good governance to the people. The milestone for Year 1 funding is that women constitute at least 30% of councillors in the SADC region.

Changing communities: At the local level, the media and local government programmes contribute to change in power relations so women can negotiate paths or social positions in the socio-economic and political contexts vis-

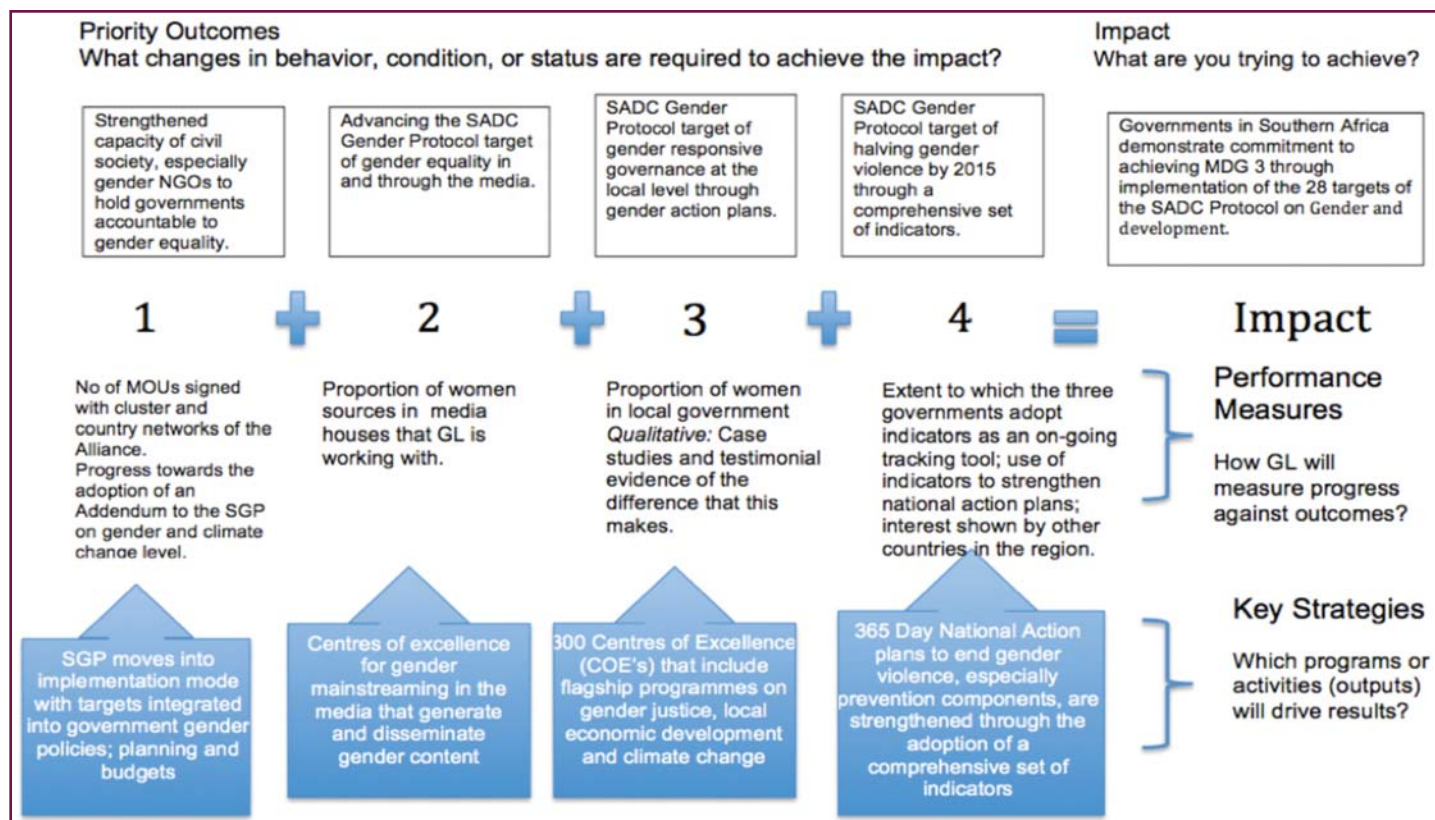
à-vis others in society. These relations are the connections through which women as social actors or change agents engage with their husbands, children, siblings, parents, neighbours, religious actors, government, other types of authority and social actors to affect change in oppressive and disempowering structures, enhance their own agency, and make rights-based claims. GL's interventions through PPA funds enable citizens, especially women, to do things for themselves and to be part of the solution, especially through the Centres of Excellence for Gender in Local Government.



GL's ToC on gender violence is that this cannot be addressed in isolation - hence GBV action plans form part of the gender action plans devised by Councils. By cascading the work on GBV indicators to local level (see Section 3.5.1 - Attributable impacts of PPA funding), GL is testing the hypothesis that *the battle against GBV can be won: community by community*. Given the general lack of progress in this area, the micro to macro approach is a fresh and innovative way of approaching the challenge.

Changing attitudes and behaviours: Ultimately changing the way women and men experience the world and change the gender relations is about breaking down the existing patriarchal value system and replacing it with a 'rights' approach. Patriarchy is the most influential intangible barrier that surrounds and conditions women's choices. These are the routine patterns of interactions and conventions that lead to assumed behaviours that legitimise and reinforce the social order. The media and local government have a critical role to play in changing attitudes and mind-sets, as do campaigns against gender violence. GL is using PPA funds to create an enabling environment to promote social inclusion of women and to address the vulnerability and social injustice inflicted on them through the patriarchal value system.

Changing lives: The most important change GL seeks to make is to the individual conditions that women and men that drive gender inequality. As GL develops its ToC in the next phase of the local government COEs the organisation will explore the link between economic empowerment and ending gender violence, by linking survivors of GBV with local economic opportunities created by local government. Although there is not necessarily a linear relationship between economic empowerment and ending GBV, GL will test the hypothesis that women who are economically empowered have more voice and more choice, and are therefore better able to challenge societal norms through enhanced agency.



Source: GLPPA Final Log frame May 2011 and GLPPA Annual Programme Report, May 2012:6-16.

Cross-cutting themes

Gender and climate change: 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.

INTEGRATING CLIMATE CHANGE INTO GL WORK

AREA OF WORK	HOW CLIMATE CHANGE IS ASSESSED AND INCORPORATED INTO GL's AREAS OF WORK
SADC GENDER PROTOCOL	<ul style="list-style-type: none"> The annual SADC Gender Protocol Barometer carries a section on climate change in Southern Africa and its gendered impact. The Protocol@Work series in the monthly newsletter and annual Barometer includes examples of ways that the region is countering and coping with climate change through a gender lens.
GENDER AND MEDIA	<ul style="list-style-type: none"> GL incorporates gender and climate change in the 100 media COEs. At least 50 of the 300 articles generated each year by the Opinion and Commentary Service are on sustainable development, tracking progress, proposing solutions and raising awareness of what can be done at individual and community level. Climate Change category in the media awards.
GENDER AND GOVERNANCE	<ul style="list-style-type: none"> GL has incorporated a module on gender and climate change in the local government COE's. Examples of what local councils are doing to promote sustainable development, counter and manage climate change will be documented and shared at the annual SADC Gender Protocol@Work Summit.

Gender and economic justice: Women's political empowerment is an important, but insufficient, step in closing gender gaps in society. Since the advent of democracy in Southern Africa, rapid strides have been made in advancing women's political participation but this is

still not matched in the economic arena, where women remain the majority of the poor, the dispossessed, the unemployed, and those who lack access to land and housing. High levels of gender violence, HIV and AIDS threaten to roll back fragile gains and add to the unwaged

work of women. Women's inferior economic status is both a cause and effect of these inequalities, as women who have greater economic agency also exercise greater choice

and control over their lives. They also have greater access to the law, the courts, and redress.

The SADC Gender Protocol@ Work summit

This annual report is being published on the eve of the historic twelve national and regional 2013 SADC Gender Protocol@Work Summit. Barely two years from now, governments will have to account for actions taken to meet the 28 targets of this unique sub-regional instrument that brings together existing global and continental commitments to gender equality. The MDG targets also have a 2015 deadline. The summits represent a coming together of efforts across programmes, and partnerships, a joining of hands to give one big push to implementation in the last two years before 2015.

GL, the Southern African Gender Protocol Alliance, local government associations, Gender and Media (GEM) networks and media development institutions convened 12 preparatory country summits in Botswana, DRC, Lesotho, Malawi, Mauritius, Madagascar, Mozambique, Namibia, Swaziland, Tanzania, Zambia and Zimbabwe in March, culminating in a regional summit in Johannesburg from 22-24 April. Entries from countries that did not have summits went directly to the regional summit. The summits sought to:

Create synergies across organisations and strengthening the COE process leading up to 2015:

Bringing key stakeholders together in one summit will:

- Create synergies in the work of the SADC gender protocol programme, media, local government and gender justice work.
- Broadening participation and sharing of knowledge within each country;
- Raise the COE profiles;
- Strengthen ownership and partnerships among different stakeholders.

Increase participation, visibility and impact:

The high number of participants in the 2012 local government summits and awards is evidence of how GL and partner organisations can reach more people by decentralising the summits and giving visibility to local level initiatives. In-country summits have created visibility for the work of the SADC Gender Protocol Alliance as



well as provided opportunities for fundraising in country. Different stakeholders and sponsors have come on board as well as the local media. The summits are also mutually beneficial advocacy initiatives that have opened many doors not only for GL but also for all the participants who are able to show their work on a regional platform.

Strengthen the GEM networks and citizen participation:

In-country summits ensure that voices from the coalface are able to come to a space where they can share their experiences and learn from other sector players. For the media component, this includes ordinary people, who have participated in the GL media literacy courses. Their participation is crucial in creating an active and critical citizenry that is able to hold the media and governments accountable to their commitments. The GMDC has opened its collaborative networking to gender and media networks registered in-country in Southern Africa and beyond. The 2013 summit will help strengthen these networks and breathe energy into in-country efforts.

Improve the quality of work through increased competition and collaboration:

It is important to profile the work of the media and local government COEs as it shows COEs that the work they do is important and makes impact, thereby ensuring commitment from the COEs. Past awards have shown the need to canvass and market the awards at country level to attract good quality and a large number of award entries. Past local government in-country summits and awards have shown how local initiatives can help maintain the high standard of the awards.

Alliance	Local government	Media	Media training
Civil society Alliance members Thematic cluster leads Ministries of Gender	Councils from across the SADC region who are currently part of the COE councils. Local authorities associations (e.g. SALGA, ALAN, UCAZ, ZILGA, etc) Community based organisations working with the COEs. Ministries of Local Government and Gender. Individuals where applicable.	Media COEs Local media Media regulators Media researchers	GMDC advisory group members Journalism and media training institutions Media literacy participants GEM networks

Southern African Gender Protocol Alliance

By Loveness Jambaya Nyakujarah ~ Alliance and Partnerships Manager



Time for action: Bianca Dlamini from Swaziland Environmental Authority, links gaps, to actions to budget for the SADC Gender Protocol.

Photo: Colleen Lowe Morna

Photo: Namibian Sun



"The SADC Council of NGOs (SADC CNGO) recognises the Alliance as a key and strategic partner. SADC CNGO also considers GL as an expert or reference organisation on gender. They are the "architect" on gender. Every time we need to go deeper we ask GL to do deeper analysis. For example, SADC CNGO invited GL to sit on our poverty observatory committee and be part of the regional steering committee. When we developed our climate change paper and the Poverty indicators, we gave it to GL for peer review. In fact, we requested GL to help us mainstream gender in our different programmes, which include governance, peace and security, poverty and economic integration. The organisation does not pay GL for their technical support. Because SADC CNGO brings together all NGOs in the region, it is not a thematic focused organisation so the core business is not around gender. Instead, we are working to mainstream gender in all our programming with impetus from the Alliance. Our work is to see the SADC Gender Protocol targets become a reality.

We have other regional Protocols and on poverty and development, environment and forestry among several but the implementation and tracking of the SADC Gender Protocol is more advanced because of the nature of how it is formulated and the socio-political environment. We are still planning a workshop so that they come and train our Board on gender mainstreaming. GL is one of the promising organisations, which has left concrete footprints in SADC region. They need to keep the alliance active. They need to be inclusive. They have done excellent piece of work. I have no doubt of their quality consciousness, innovation, and the good name they have built. They have to keep their constituencies. The Barometer is a ground-breaking Protocol monitoring tool and promising initiative. I did a study on Protocol monitoring tools. The gender alliance barometer is the second best. It is comprehensive, it is rooted in Member States and it is practical. I think it is great... For me GL deserves more support. That is my take of it. The challenge is to maintain the momentum."

Bob Muchabaiwa, SADC CNGO Research, Advocacy and Policy Manager for SADC Council of NGOs

Programme	Alliance and partnerships																	
Sub-programmes?	Alliance institutional building; SADC Gender Protocol Barometer; Costing implementation of the SADC Gender Protocol; Advocacy on signing, ratification and key campaigns																	
No of events during the year (Alliance and village level)	Country	Ang	Bots	DRC	Les	Mad	Mal	Mau	Moz	Nam	Sey	SA	Swa	Tan	Zam	Zim	Total	
	No	1	2	1	3	3	3	6	6	8	3	13	5	1	4	7	66	
No of participants	MALE					FEMALE					TOTAL							
	330					937					1267							
How rated by partners in evaluations - average score	Content	Design	Documen- tation	Facilitation	Group work	Outputs	Outcomes	Learning	Networking	Admin								
	84%	81%	84%	86%	81%	79%	75%	82%	82%	73%								
Outputs	Reports				Action plans					Books								
	18 reports - (annual report, costing, strat comms, Barometer launches)				Four - Seychelles, Zambia, Swaziland and alliance annual plan					11 books (One regional, 10 country)								
Outreach	Website hits		Website hits			Media mentions		Other events attended			No of MOUs with partners							
	25 120		N/A see GMDC report					17			25							
Outcomes	<ul style="list-style-type: none">• Raising awareness of the SADC Protocol on Gender and Development by SADC Citizens.• Clear identification of gaps in implementation of the 28 targets of the SADC Gender Protocol using the SADC Gender Protocol Barometer as a monitoring and evaluation tool. Progress is measured using empirical data (Southern Africa Gender and Development Index); citizen's perceptions (Citizen Score Card) and qualitative data.• Strong civil society-government partnerships that help advance the gender agenda through enhanced ownership of the SADC Gender Protocol Campaign• Clear roadmap for attaining the targets of the SADC Gender Protocol and MDG3 through developing national costed gender action plans by SADC States• SADC Governments show commitment to achieving gender equality by signing and ratifying the SADC Gender Protocol. The Protocol has entered into force following depositing of instruments of ratification by two thirds of SADC countries that have signed.• Robust women's movement with sustained momentum to 2015• 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 and muting the idea of a SADC Gender Protocol Summit scheduled for April 2013.• Robust campaign on a cross cutting issue - for an Addendum to the SADC Gender Protocol on gender and climate change formally on the SADC agenda. This ensures that the SADC Gender Protocol remains relevant and is constantly updated• Plugging in and contributing to the post-2015 Development Agenda																	
Main risks	External: Not all targeted organisations may want to join the country level Alliance Network																	
	External - Alliance partnerships are not binding hence the success of the programme is depended on the strength of national focal networks and champions of the 28 targets																	
	External - Government bureaucratic processes may delay rate of obtaining buy-in and speed for implementation of the process of costing implementation of the SADC Gender Protocol.																	
	External - Some SADC Member States may not take up the idea of an Addendum on gender and climate change therefore may slow the process of adoption formally at SADC level																	
Lessons	Realistic human resources planning for efficient delivery of a big project like the SADC Gender Protocol Barometer is essential.																	
	Technical issues such as analysis of massive data sets for monitoring and evaluation are better done by experts in the field to ensure accuracy and efficient delivery. The Alliance team learnt this through the hard way after having to rework through data from 15 SADC countries, which led to delays in the project. The team should have learnt from the efficient way in which we do the SGDI calculations working with an expert.																	
Innovation	SADC Gender Protocol Summit and Awards that now include the Alliance network - an idea muted in 2012 and call for entries went out end of the year. This will turn up momentum in the build up to 2015, the deadline for achieving the 28 targets.																	
How VFM is being realised	<ul style="list-style-type: none">• Efficient procurement systems through cooperate services department to ensure efficiency, economy and effectiveness.• By continuing to work through smart partnerships with government ministries, intergovernmental agencies such as the SADC Gender Unit, partner NGOs and involving local government in the SADC Gender Protocol work who share some of the financial responsibilities for implementing activities hence cost savings have been realised.• Working through partnerships there is a multiplier effect - for example through focal networks who impart knowledge and information of the SADC Gender Protocol to their country level affiliates.																	



Loveness Jambaya Nyakujarah ~
Alliance and Partnerships Programme
Manager



Lucia Makamure ~ Alliance and
Partnerships Programme Officer

Synopsis

With only two years to go before 2015, the deadline for achieving the 28 targets of the SADC Gender Protocol, the Southern Africa Gender Protocol Alliance has turned up the pressure for implementation by SADC Member States. The 2012 Alliance annual meeting endorsed the SADC Gender Protocol Summit and Awards in 2013 as a way of synergising efforts of civil society organisations, local government councils and media practitioners. This will not only ensure that the pressure comes from the bottom up but also use the space to affirm good practices that show the SADC Gender Protocol @Work. That is how the SADC Gender Protocol has grown to become a tool for organising and mobilising on advancing gender equality across sectors in the region.

The Gender Links' Alliance and Partnerships programme serves as the secretariat to the Southern Africa Gender Protocol Alliance, a loose network of networks, that seeks to campaign for and contribute to the attainment of the 28 targets of the SADC Protocol on Gender and Development to be achieved by 2015, in line with Millennium Development Goal three.

Gender Links believes that using the SADC Gender Protocol as a framework is the right approach because the legal instrument provides a vision, concrete targets and timelines and an accountability framework for SADC Member States to uphold democracy, social justice and human rights.

The organisation's main contribution is to strengthen coordination of the Network in holding governments to account and empowering citizens to claim their rights. This is achieved through a mix of strategies that have resulted in a robust Gender Protocol campaign with visible results at all levels: local, national, regional and international levels.

- Coalition building at regional and national level through country focal networks and theme cluster networks.
- Working through partnerships to achieve multiplier effects and costing savings.
- Research, monitoring and evaluation to inform advocacy strategies. This is a mix of empirical data, citizens' perceptions and case studies as key elements to measuring progress.

- Catalytic advocacy campaigns to maintain the momentum up to 2015.
- Active engagement of national governments especially gender/ women's affairs ministries by giving technical assistance as well as getting them to pay for some of the costs because they have the obligation and infrastructure to bring about change.
- Local government as a key structure to reach to communities as it is the sphere of governance closest to the people.
- Engaging the international community in advocacy work.



Objectives

- Contribute to the attainment of the 28 targets of the SADC Protocol on Gender and Development and MDG3.
- Lobby governments that have not signed and or ratified to do so with haste as the 2015 deadline is near.
- Strengthen the national Alliance focal networks through identifying national level theme cluster lead organisations and champions of the 28 targets in each country; and supporting them in developing on the ground campaigns.
- Provide technical assistance to governments to accelerate implementation through integrating the 28 targets into government gender policies; planning and budgets. This will contribute to providing a clear roadmap for attaining the targets of the SADC Gender Protocol and MDG3.
- The Alliance uses the SADC Gender and Development Index (SGDI) in the Barometer as a measure of governments' commitment to achieving gender equality by 2015 through implementing the 28 targets of the SADC Gender Protocol.
- Knowledge creation and sharing of good practices through documenting the SADC Gender Protocol @ Work.
- To campaign for an Addendum to the SADC Gender Protocol on gender and climate change to be formally placed on the SADC agenda to show governments' pledge to addressing the issue as a priority area.
- Citizens, especially women, become aware of, and are empowered to claim their rights and make demands on their governments through the SADC Gender Protocol campaign.
- To contribute to the global dialogue on the post-2015 development agenda.

Background

Gender Links received the mandate to coordinate the Southern Africa Gender Protocol Alliance following the campaign to elevate the SADC Declaration on Gender and Development to a Protocol from 2005 to 2008. In the first three years the Alliance gained a solid reputation, including lending its expertise at technical meetings where the Protocol was being developed, raising awareness of the Protocol, and implementing an organised and strategic lobby for its adoption - see <http://www.genderlinks.org.za/page/sadc-advocacy>

SADC Heads of State adopted the Protocol at the August 2008 summit held in South Africa. All but two SADC member states (Mauritius and Botswana), that site inconsistencies of affirmative action provisions with their Constitutions) have since signed the Protocol.

Fast forward to 2012 there are indications that Mauritius may sign the Protocol following adoption of a quota for local government elections. This calls that all parties have on their lists at least a third of women and one third men candidates in order to be eligible to contest. The country had to amend its constitution. There may be no reason for Mauritius not to sign. In 2012, Botswana Alliance Network coordinated by Botswana Council of NGOs (BOCONGO) developed a strategy for lobbying government to sign.

Much energy between 2009 and early 2012 focussed on getting all countries that have signed to ratify and deposit their instruments of ratification for the Protocol to enter into force. Gender Links developed a ratification toolkit to assist with the process in 2009. By end of 2012, 11 of the 13 countries had ratified; by September 2012 nine countries had ratified the Protocol so that it could come into force.

Targets

The main targets of the programme are ordinary citizens, mainly women, the women/gender networks and gender NGOs who are key allies in taking the SADC Gender Protocol campaign forward. Other key targets are governments, the Gender Unit of the SADC Secretariat, UN agencies and citizens in general. Through the village level workshops conducted in local communities, the Alliance programme has been able to contribute directly to ensure that marginalised women in local councils and communities are empowered to claim their rights using the SADC Gender Protocol as a tool.



Ordinary citizens and government are key targets. 84 year old Violet Makota receiving a Driver of change certificate from the Zambian Minister of Gender and Child Development - Inonga Wina at the end of Zambia gender mainstreaming and costing workshop, - November 2012.
Photo: Colleen Lowe Morna

Indirectly women and citizens will benefit if governments implement the costed gender action plans aligned to the SADC Gender Protocol that GL working with Alliance partners have assisted in developing. This is because governments have the obligation as duty bearers, as well as the infrastructure, to facilitate change in women's lives if there is sufficient political will and resources provided to achieve this.

Eureka- Protocol comes into force

September 2012 became a turning point for the SADC Gender Protocol campaign when Swaziland became the ninth country to deposit the instruments of ratification. Eureka - the SADC Gender Protocol came into force. The region had reached the two-thirds majority required out of those that have signed to deposit instruments of ratification.

Delivery - activities and inputs

Key activities in 2012 included:

Held nine reference group meetings to validate the findings of the SADC Gender Protocol country barometer reports.

- Produced the 2012 SADC Gender Protocol Barometer, making it the fourth annual Barometer that tracks progress against the 28 targets. A new feature in 2012 is a chapter on Gender, Climate Change and Sustainable Development.
- Held six country and two regional launches of the 2012 SADC Gender Protocol Barometer in Botswana, Malawi, Mozambique (regional); Namibia, South Africa (regional), Swaziland, Zambia and Zimbabwe. Lesotho, Madagascar, Mozambique, South Africa and Seychelles will launch country reports early in 2013.
- Held the Alliance annual meeting in August 2012, conducted a SWOT analysis of the institutional mechanisms and programme of action. This led to the endorsement of a SADC Gender Protocol Summit and an ideas session for 2015.
- Assisted two additional countries Swaziland and Zambia to develop costed gender action plans aligned to the SADC Gender Protocol. Preparations for a fifth country are at an advanced stage. Namibia and Seychelles were the first in 2011.
- Capacity building workshops on running sustainable gender equality campaigns for faith based organisations through strategic communications training in three countries: Botswana, Swaziland and Zimbabwe using various models for grouping the beneficiaries with Alliance partners and local government council officials, councillors and other community organisations.
- GL continues to work with the Alliance country networks and at regional level around three key campaigns at various times and stages:
- Campaign for an Addendum to the SADC Gender Protocol on gender and climate change.
- Advocacy on reducing the current levels of gender violence by 50% by 2015.
- A campaign for 50/50 women representation in all decision making by 2015.
- Monthly tracking of implementation of the key provisions of the Gender Protocol through the *Roadmap to Equality: Southern Africa Gender and Development Barometer* e-newsletter produced.
- Held 33 village level meetings as part of efforts to raise awareness on key provisions of the Gender Protocol.
- Dissemination of over 3000 simplified versions of the SADC Gender Protocol in SADC's three main languages English, French and Portuguese.
- The Alliance Secretariat has continued to work towards strengthening the institutional base the Alliance Network. Two country networks changed the focal organisations and the new representatives have signed MOUs with Gender Links in its role as the Alliance Secretariat. There are efforts to develop new interest groups on gender and climate change and young SADC Gender Protocol Champions.



Outputs

- By September 2012, the fourth Anniversary of the signing of the SADC Gender Protocol Swaziland became the ninth country to deposit instruments of ratification meaning the SADC Gender Protocol is in force.
- Nine reference group meetings were held in country to validate findings of the country Barometers that were used to compile the 2011 Barometer.
- Gender Links through the 2012 SADC Gender Protocol Barometer, the fourth edition of annual publication provided a measurement for attainment of gender equality against SADC Gender Protocol targets as measured by the SADC Gender Protocol Development Index (SGDI).
- 44 case studies of the SADC Gender Protocol @ Work that demonstrate how the SADC Gender Protocol targets are being operationalised across sectors are featured in the 2012 Barometer and can be viewed on: <http://www.genderlinks.org.za/page/protocol-work>
- Gender Links facilitated seven in-country workshops held in three countries Seychelles, Swaziland and Zambia to identify gaps against the Protocol provisions and develop national gender action plans aligned to the SADC gender protocol targets: <http://www.genderlinks.org.za/page/implementation>. Backstopping continues until the action plans are finalised.
- An additional four MOUs were signed 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 to 25 MOUs that have been signed. Two interest groups are on board to represent Faith Based Organisations and the Men's Sector but are yet to sign MOUs. The aim is to establish a thematic cluster on gender and climate change by the 2013 Heads of State Summit and the grouping will work with the regional Secretariat to spearhead a campaign for an Addendum to the SADC Gender Protocol on Gender and Climate Change.
- A draft addendum to the SADC Gender Protocol on Gender and Climate canvassed at a meeting of SADC Gender Ministers at their meeting in Maputo in February 2013 ahead of the Commission on the Status of Women (CSW) meeting.
- Seven issues of the Road to Equality e-newsletter have been produced in 2012 and special editions during the Local Government and Gender Justice Summit period in April 2012.
- 33 village level workshops were conducted in 2012 in partnership with local government councils.
- The Alliance institutional pamphlet about the Network continues to be distributed through the country focal networks in the three SADC official languages - English, French and Portuguese.
- Reprints and dissemination of the SADC Gender Protocol in indigenous languages and main SADC languages - English, French and Portuguese continued.

Hi Colleen,
Just wanted to send a note on how useful the Gender Barometer publication is. I have circulated it across UN Women.
All the best,
Dina Deligiorgis,
Knowledge Management Specialist, UN Women - E Mail Communication.

Outreach

Direct beneficiaries

During the year under review the Southern African Gender Protocol Alliance held 66 events; 33 of these village level workshops. The other meetings included reference group meetings of the barometer, country and regional launches of the Barometer, capacity building workshops for government officials and Faith Based Organisations (FBOs).

In total, the programme reached 1267 people directly; 330 men and 937 women during the year under review.

Indirect beneficiaries

The Alliance programme reaches a much wider audience than these figures suggest (see for example, the story of Denicah Makota under POA. She learned about the SADC Gender Protocol through the Gender Focal Point of her another 45,000 people through other channels that are not necessarily face to face meetings. This reflected through the website hits, number of people on the GL list-serve who receive information, new media channels, media outreach and those who have received the GL publications as reflected by stock sheets.

List-serve: The Alliance work is cascaded using different channels such as the GL list-serve with over 10,000 members mainly from Southern Africa but also from across the globe. For instance, the organisation announced the 2012 regional and country barometers through this contacts list. The Roadmap to equality e-newsletter is also disseminated using the list-serve and also accessed via the Gender Links website.

Website: The SADC Gender Protocol webpage hosted by Gender Links received 25,120 unique hits from January to December 2012. All key documents for the Alliance work are housed under this section of the website, The SADC Gender Protocol Barometer

New media: The petition campaign has gained momentum as a way of mobilising citizens to support the campaign for an Addendum to the SADC Gender Protocol on Gender and Climate Change. 172 online signatures were collected in the run up to the 2012 August Heads of State Summit as part of applying pressure to the respective governments to adopt the idea of an Addendum on Gender and Climate Change.

Publications: The Alliance programme produced a number of publications in 2012: the regional Barometer and nine country barometers by December 2012. Country Barometers continued to be produced and launched in the run up to the SADC Gender Protocol@Work summit in April 2013.

A network of networks

The partnerships base for this programme continues to grow with fifteen national focal networks; eight theme clusters and two cross-cutting interest groups- men's groups and faith-based networks. The example of the NGO Gender Coordinating Network in Malawi shows how the Alliance works at country level.

Synergies and impact: NGOCN in Malawi



When the chairperson of Malawi's NGO Gender Coordinating Network, (NGOGCN), Emma Kaliya met Gender Links (GL) CEO Colleen Lowe Morna back in 2004, she did not realise that this was the beginning of a long term relationship that would result in a spirited campaign for the adoption of a Southern African Protocol on gender and Development in 2008. Lowe-Morna was in Malawi to launch one of GL's publications Ringing up the Changes. Kaliya attended the launch as a guest speaker. Since the signing of the Gender Protocol, NGOCN has been the country focal network of the Alliance, pushing for implementation.

NGOGCN is a network of civil society organisations working in the area of gender equality and human rights in Malawi. The organisation started in 2008, prompted by the 1995 Beijing Platform for Action (BPA) and its Malawi Platform for Action (MPA). H.E. Joyce Banda, then Executive Director of the National Association for Business Women, served as the first Chairperson of the Network. Initially, the Ministry of Gender housed the network.

With NGOCN's involvement in bringing 'Beijing' to Malawi and GL's involvement in campaigning for gender equality in SADC these organisations naturally came together towards this common goal. NGOCN actively participated in the SADC Gender Protocol campaign.

This campaign called for a coordinated approach, hence the SADC Gender Protocol Alliance. When SADC Heads of State and governments signed the Gender Protocol in 2008, the network needed to come up with country focal organisations to lobby for ratification and full implementation. NGOCN became the coordinating network in Malawi and GL the overall coordinator of the SADC Gender protocol Alliance.

The national focal organisations, lead theme cluster organisations and lead organisations of the interest groups form a steering committee that meets annually. List-serves, teleconferences and alerts ensure regular contact within the committee.

NGOGNC has five thematic clusters all with permanent committees. These are Gender Based Violence, Women In Politics (governance), Child Rights, Gender Related Laws and Agriculture and Economic Empowerment. These are the main implementers of the network's activities. The committees drive the activities through their chairpersons.

NGOGCN signed an MOU with Gender Links in 2010. In Malawi, NGOCN is working closely with the Ministry of Gender to monitor implementation of the Gender Protocol.

NGOGCN has carved a name for itself by taking this campaign to the grassroots in Malawi. This has helped bring issues of women's political participation out for public debate. Through this collaboration, NGOCN has conducted village level workshops, to take the SADC Gender Protocol to the remote parts of Malawi. Although local elections are yet to happen in Malawi, the awareness levels have increased.

According to Emma Kaliya, NGOCN chairperson, 'Gender Links CEO, Colleen Lowe Morna, has a drive to see things happening. I have a similar spirit, hence the continued collaboration between the two organisations.' Like GL, NGOCN wants to make a difference to the lives of girls and ensuring that human rights are upheld.

Kaliya, a member of the Alliance, has become an ambassador for the protocol even in other regions such as East Africa. In 2009, she won the prestigious Drivers of Change Award administered by the Mail and Guardian newspaper and the Southern Africa Trust.

Another key area of engagement has been the production of the yearly SADC Gender Protocol Barometer, where NGOCN has been responsible for the Malawi Country Report. Through this initiative, NGOCN is able to monitor government on implementation as well as document progress across different thematic areas.

GL has worked to deepen the engagement through media literacy training. For example in 2011, Gender Links and NGOCN conducted a joint training workshop to mainstream gender into journalism and media training at the Polytechnic of Malawi. NGOCN has continued to work with the polytechnic on curriculum development and providing support. This relationship continues to grow as civil society organisations step up pressure for implementation of the SADC Gender Protocol leading up to 2015. These two organisations also form part of a civil society delegation that goes to CSW annually.



Emma Kaliya won the Drivers of Change Award in 2009. She is pictured here with GL CEO Colleen Lowe Morna, and GL COO Kubi Rama COO (extreme right).

Photo: Gender Links

Working with the NGO GCN has strengthened the men's movement in Malawi. The Men for Gender equality Network is evidence of this achievement. According to MEGEN Chairman Marcel Chisi, 'MEGEN is a group of progressive men who have embraced gender equality and women's human rights as a norm.' MEGEN is not a men's movement fighting for men's rights but is rather an entity seeking to do something about the gender gaps in Malawi. MEGEN's aims to conscientise men on the need for gender equality through deconstructing prevailing gender norms and reconstructing them with gender lenses.

As the post 2015 agenda gets underway GL and the NGO GCN will be at the forefront of coordinating the discussions and mobilising other civil society organisations on the way forward.

Outcomes

Protocol goes into force: Out of the 13 SADC countries that have signed 11 countries have ratified and nine have deposited instruments of ratification with the SADC Secretariat. By SADC standards the SADC Gender Protocol went into force in record time - testimony to the success of the Alliance advocacy and lobbying efforts.

Costing implementation

In March 2011 an expert group meeting on costing implementation was hosted by the Southern Africa Gender Protocol Alliance and SADC Gender Unit participants



NATIONAL

Research to establish baselines for the 28 targets of the Protocol; gaps, priorities and resource allocations

Review, alignment and costing of national policies and action plans for the implementation of the Protocol

REGIONAL

Regional Action Plan on implementation of the Protocol

Standardised framework for national action plans on gender that incorporate the targets of the Protocol

RESOURCE MOBILISATION

agreed on processes for aligning the national gender policies and action plans to the Protocol. The *Roadmap to Equality* graphic demonstrates how the programme is evolving working with the SADC Gender Unit, Member States and strategic partners. By the end of 2012, four SADC countries: Namibia, Seychelles, Swaziland and Zambia had reviewed their gender policies and developed costed Gender Action Plans aligned to the SADC Gender Protocol with technical assistance from Gender Links and the Southern Africa Gender Protocol Alliance focal networks.

Tracking progress - 2009 - 2012: The Alliance continues to monitor and evaluate progress towards achieving targets through the annual SADC Gender Protocol Barometer. In 2009, GL led the alliance in producing country and a regional Baseline SADC Gender Protocol Barometer (<http://www.genderlinks.org.za/page/sadc-research>) that tracks progress against the 28 targets. This is updated annually. In 2012, there were eight country and one regional launches of the 2011 Gender Protocol Barometer. The SADC Gender and Development Index (SGDI) and SADC Gender Protocol Barometer provide a clear identification of gaps in terms of country progress towards achieving gender equality. This has continued to inform the Southern Africa Gender Protocol Alliance's advocacy strategies in terms of making demands from government on commitments made. The example of the Zimbabwe Country Barometer shows how this tool is used at country level.

Making change visible - the value of country barometers

Patricia A. Made*



Whenever one asks about the situation of women in Zimbabwe, a barrage of negative stories and images follow. "Women are the poorest of the poor..."; "women are beaten, raped and emotionally abused..."; "women are dying in childbirth..."; "women are the least educated..." and on and on it goes!

This narrative seems not to change whether the question is asked today, ten or twenty years ago. Without ways and means to give visibility to the change that happens at the macro and micro levels daily for the betterment of Zimbabwean women's lives, a moribund picture of women's development would forever grace the pages of history.

Zimbabwe produced and published for the first time in 2012, its country SADC Gender Protocol Barometer report. The *2012 Zimbabwe SADC Gender Protocol Barometer* illustrates how far Zimbabwean women have come, and the roads to be traversed ahead as gender equality and women's rights activists push for full implementation of the SADC Gender Protocol. *UN Women Zimbabwe* supported the production and printing of the publication in recognition of that fact that the regular production of knowledge on progress towards gender equality and women's rights is essential.

The regional and country barometers on progress towards the implementation of the SADC Gender Protocol do more than just keep track of governments' accountability to gender equality and women's rights. The great importance of the barometers is that the data, stories on the SADC Protocol@Work, and the gender analysis of the information contained throughout the ten (10) chapters of this almost four-year old monitoring tool, make visible the changes taking place to improve the situation of women.

As the 2012 World Bank *World Development Report on Gender Equality and Development* makes clear, the situation of women worldwide has not been stagnant. The report notes that change has been accelerating, with gender equality gains in every decade building on gains from the decade before. Areas of unprecedented gains for women, the report states, have been made in rights, in human capital endowments and in access to economic opportunities.

Zimbabwe's *SADC Gender Protocol 2012 Barometer* captures the country's gender equality gains as well as the areas where activism for greater accountability needs to be stepped up. At the time of writing this piece, for example, a new Constitution with strong provisions on gender equality and women's rights had received a 'Yes' Vote in the March Referendum.

The 2012 country Barometer depicted the efforts of women's activism and lobbying to get their gender equality and women's rights demands into the country's new Supreme Law. The significance of this change will be documented in the 2013 Zimbabwe Barometer, demonstrating the importance of the barometer annually marking the winds of change for us to see.

The importance and significance of the country report is evidenced by the fact that it the Honourable Deputy Prime Minister Thokozani Khupe launched the report at a jam-packed event. Speakers included the Minister of State for the Organ for National Healing, Reconciliation and Integration, Sekai Holland, and the Deputy Minister of Women Affairs, Gender and Community Development, Jessie Majome.



Producing the SADC Gender Protocol Barometer at country level provides not only the opportunity for policy and decision-makers to monitor their implementation of the articles and provisions of this regional gender equality and women's rights instrument alone. Because the SADC Gender Protocol brings together in one instrument many of the gender equality and women's rights tenets, principles and provisions articulated in the Convention on the Elimination of All Forms of Discrimination against Women and the 1995 Beijing Platform for Action, for example, governments can track how well they comply with these instruments too.

Zimbabwe will continue to produce and publish the national barometer to shine a light on the areas where accountability to gender equality needs to be strengthened. And the country report also will be an invaluable resource for capturing the change and gains in gender equality and women's rights that seldom are part of the narratives on women that come to the public's attention.

(Pat Made is a GL Board Member. She edited the 2012 Zimbabwe Barometer)

Leveraging change: The Alliance has provided a structured way to contribute as strategic partners in political, social and economic dialogue at local, national and international levels with relevant stakeholders leading to enhanced ownership of the SADC Gender Protocol campaign by civil society organisations. For example, the Alliance

continues to ensure that provisions of the SADC Gender Protocol set minimum standards reflected in legal and policy frameworks as shown in Zimbabwe and Zambia during the period of negotiating the countries' constitutions. The Women's Coalition of Zimbabwe, the Alliance focal network there, says that the new Constitution adopted in

March 2013 met 75% of women's demands. These include enshrining gender equality in the Constitution; affirmative action and a quota for women in the National Assembly.

A voice at global level: The Network has contributed to dialogues on the Post-2015 Development Agenda at Africa level and collectively held governments to account using the SADC Gender Protocol Barometer at regional level and participated at the Commission on the Status of Women at international level.



High level advocacy with a focus on three strategic campaigns - 2009 - 2012+

The Alliance at regional level is focussing on three campaigns: 50/50 campaign, campaign for an Addendum to the SADC Gender Protocol on gender and climate change and reducing gender violence by 50% by 2015 (based on advocacy of the GBV indicators and 16 days campaign). Major recent successes include quotas for women in local government in Mauritius (see governance section) as well as in Parliament in Zimbabwe. SADC Gender Ministers meeting in Maputo in February 2012 agreed to "consider a proposal to develop an addendum

to the SADC Protocol on Gender and Development on Gender and Climate Change."

Knowledge of the SADC Gender Protocol by citizens continues to increase as shown by the results of the Knowledge Quiz reflected in the 2012 Barometer. Out of the sample of 3390 women and men from across SADC knowledge increased to 59% in 2012; up from 54% in 2011 and 46% in 2010.

Coalition building: The SADC Gender Protocol campaign is contributing to building a strong gender movement indirectly and cannot put a monetary value to this. The Alliance programme working with all of GL's three core programmes continues to raise awareness on the SADC Gender Protocol with ordinary women and men. One of the key avenues to get into communities that is efficient and effective is working through local government structures under the GL Governance programme.

Climax - the SADC Gender Protocol Summit for 2013:

The work has come together in the SADC Gender Protocol @Work Summit, with nearly 800 case studies gathered around the SADC region, and a high level of momentum in the build up to 2015. The SADC Gender Protocol@Work case studies in the Barometer and the Alliance website contribute to knowledge, sharing of information and documenting of best practices on gender for SADC.

Strengthening, civil society, democracy and good governance



Flashback: Alliance members march for the signing of the Protocol in 2008.

Photo: Gender Links

Civil society contributes to strengthening democracy and governance through holding governments to account using the SADC Gender Protocol targets that they have committed to achieve by 2015. Unlike government departments, civil society is able to raise red flags in areas that need improvement using the SADC Gender Protocol Barometer. The annual Barometer has become a widely

used reference point to understand the status of women at country and SADC levels across a range of sectors. This is in contrast to the reports on the SADC Gender Protocol produced by governments every two years for submission to the SADC Secretariat, which are not in the public domain or at least are yet to be available for reference for everyone to use.

In the past year, civil society mooted the regional SADC Gender Protocol Summit to be held in 2013 that will bring stakeholders from national and local government, the SADC Secretariat, civil society, media and development partners among others. The gathering which will be used reflect on progress as well as strategise on implementation of the SADC Gender Protocol in the critical countdown to 2015 with participation from all SADC countries is a civil society initiative that would not be necessarily done by government.

This Summit is bound to be a market place for ideas as well as provide a rich collection of case studies that demonstrate the SADC Gender Protocol@Work from across sectors and theme areas. This contributes to strengthening good governance as stakeholders take stock of gains and gaps in an open and constructive manner.

There may be a need to revise the targets for countries that will have completed costing by 2013 because there is a huge time lag between governments agreeing to take on the project and the actual implementation. Therefore, the government bureaucracy may lead to project delays in many of the countries.

Challenges

The rate of obtaining buy-in and speed for implementation of costing implementation of the SADC Gender Protocol at national level depends on government bureaucratic processes. The challenge is that Gender Links has not been able to implement the costing exercise at the speed with which it envisioned.

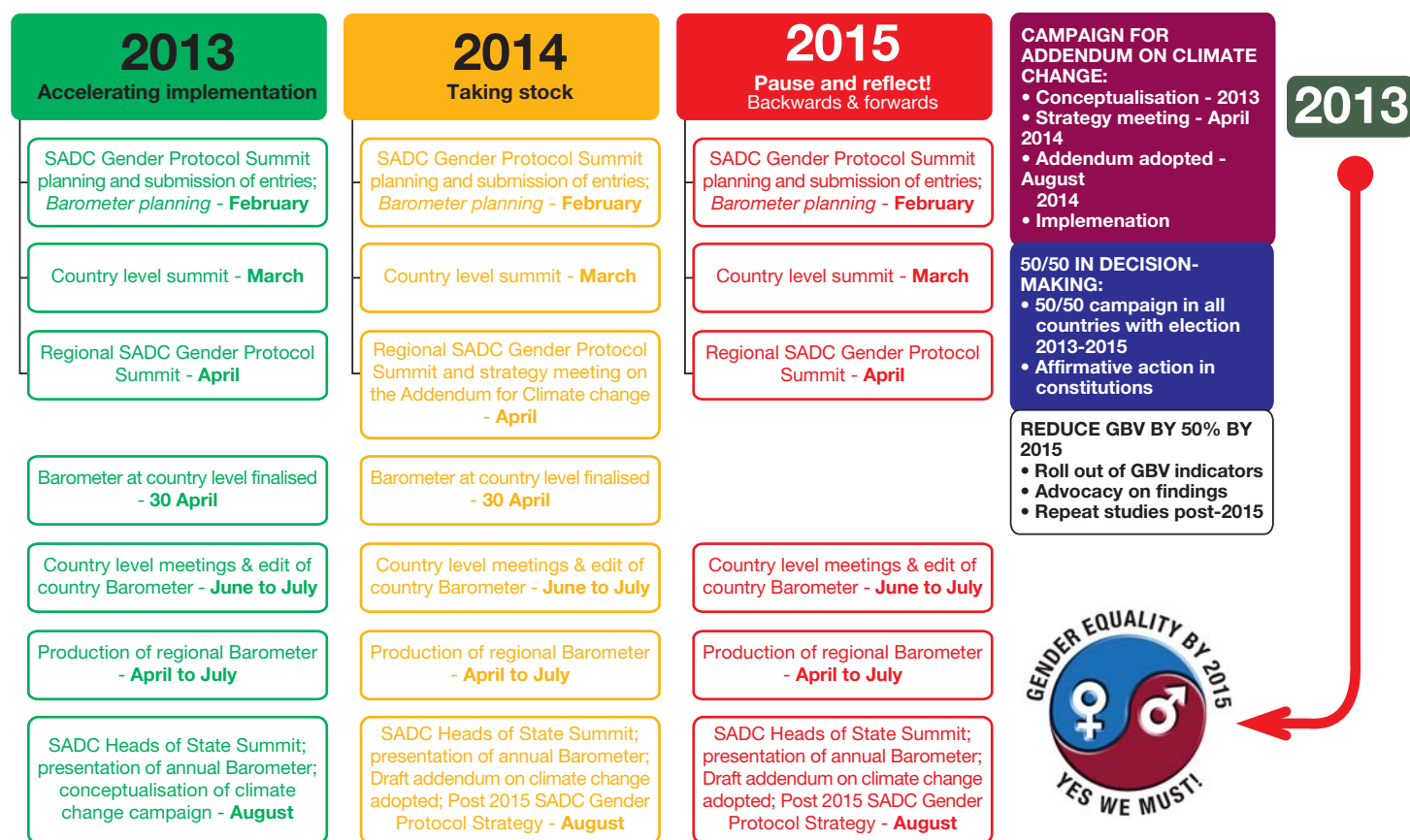
Next steps

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.

By remaining a loose coalition the implementation of campaigns is dependent on goodwill of affiliates and this can be a challenge to get things done in places where structures are weak. On a positive note, Alliance affiliates spend time on administration and governance issues and this provides room for creativity and for organisations to remain autonomous.

SOUTHERN AFRICA GENDER PROTOCOL ALLIANCE STRATEGY - ROADMAP TO 2015

This outlines rollout of the Alliance strategy from 2013 to 2015 based on the four key activities and three campaigns:



- Produce the fifth edition of the 2013 SADC Gender Protocol Barometer and subsequent editions up to 2015.
- Hold the inaugural SADC Gender Protocol Summit in 2013 and in 2015.
- Strengthen institutional mechanisms and partnerships within the Southern Africa Gender Protocol Alliance and with other strategic partners.
- Annual meeting of the Alliance preceded by national caucus meetings.
- Lobby Heads of State at their Malawi summit in August 2013 for the adoption of an Addendum on Gender and Climate Change.

- Develop costed National Gender Action Plans in five more countries.
- Produce 12 issues of the *Roadmap to Equality e-newsletter*.
- Increase public awareness and empower more women to use the SADC Gender Protocol to claim their rights through village level workshops.
- Press home the 50/50, GBV and climate change campaigns, building on the successes to date.

Gender and media

By Sikhonzile Ndlovu ~ Media Manager



Emelda Mwangi, owner and editor of Bang Magazine, being interviewed by Josephine Shemi.

Photo: Trevor Davies



Ambrose Zwane, head of Lubombo Community Radio, attended the first Gender and Media Summit in 2004. He remains a committed gender and media activist.

Photo: Colleen Lowe Morna

"I take this opportunity to share recent good news with you. After discussions with the US Embassy in Swaziland, community radios will be funded to launch a mass awareness public mobilisation campaign in Swaziland, under the theme "a taste of community radio". The campaign consists of the recording of a one hour sample of a Swazi community radio (with local news, local hosts, interviews to locals, local advertising, local music... etc...), to reproduce several thousand copies in CDs and USBs amongst kombi drivers, malls, schools, university, etc... to create a real experience of what community radios sound like, and their potential in Swaziland. As you might know, the soon legally registered Swaziland Community Radio Network is committed to gender equity at all levels of their work, inspired by Lubombo Community Radio's appointment as a Centre of Excellence by Gender Links. On the premise that this be a strong part of the campaign, COSPE is also keen to join the funding of this campaign, as an exemplary media house model for Swaziland. I know of Gender Links' long-established relationship with the community radio struggle in Swaziland. It is for this reason that I wanted to keep you in the loop, and invite you to join to support the campaign, if you consider it in line with your objectives and programs. The campaign is to be launched on Press Freedom Day (3rd May), in collaboration with the Media Institute of Southern Africa (MISA) - Marta López Fesser, COSPE Human Rights Coordinator.

FACT FILE

No of Centres of Excellence	Bots	DRC	Les	Mad	Mal	Mau	Moz	Nam	Sey	SA	Swa	Tan	Zam	Zim	Total
	7	14	2	7	12	4	8	1	1	22	6	10	6	2	102
No of events during 2011	16	19	6	12	8	20	20	4	0	8	6	5	7	5	136
No of beneficiaries and budget	MALE				FEMALE				TOTAL			BUDGET			
	587				918				1505			R1 900 000			
How rated by beneficiaries in evaluations - average scores	Content	Design	Documen- tation	Facilitation	Group work	Output	Outcome	Learning	Networking	Admin					
	72%	70%	76%	77%	72%	71%	72%	77%	76%	74%					
Outputs	Reports					Action Plans			Books		DVDs				
	158								French COE handbook		French handbook materials				
Outreach	Website hits		Media mentions		Commentaries written		Other events attended		No of photos		No of MOUs with partners				
	1 468		4		65		1		78		45				
Outcomes	Changing lives				Women in the media		Protocol@Work			I Stories					
	48				32		62								
Main risks	Limited financial resources- governments and media houses have no budgets for gender mainstreaming in the media														
Lessons	<ul style="list-style-type: none">• Macro-level interventions are more effective• Importance of having institutional MOUS in place e.g. there has been restructuring at Zimpapers and the work continues• Media houses readily sign statements of commitment compared to long legally sounding MOUs														
Innovation	Engaging community media which directly interfaces with people at grass roots level														
How VFM is being realised	<ul style="list-style-type: none">• In-house training workshops in newsrooms• Utilising in-kind support from partners														



The media are the agenda setters in day to day life.

Photo: Gender Links

Synopsis

The GL Media programme brings together media research, advocacy, policy and training under its flagship project, the Centres of Excellence (COEs) for gender in the media project. The COE project, launched in 2011 builds on years of experience working in the area of gender and media. The media programme uses the SADC Protocol on Gender and Development as the overarching framework.

Working with 102 SADC newsrooms, this programme is key in transforming gender relations in and through the media. This involves offering media houses on the job support and training through a ten-stage process. Media is both a tool and a target in this programme. The COE project's strength lies in its strong monitoring and evaluation mechanisms.

Objectives:

The GL Media programme's main aim is to contribute to the advancement of the SADC Gender Protocol's 28 targets through offering media in SADC on-going support to mainstream gender in institutional practice and content. Due to its wide reach, media has the potential to influence public opinion. As agents of socialisation, media can play a significant role in shaping the social attitudes and behaviours.

Background

With its original mantra, "gender equality in and through the media" Gender Links is recognised for leading the gender and media movement in Southern Africa and defending this cause across the globe. Gender Links media programme has been in existence since the organisation's inception in 2001 acting as the backbone to the organisation's work to transform gender relations in and through the media.

Through this programme, GL has a vanguard gender and media research portfolio that covers media content, media house composition and audience response. In 2010 GL and the Media Institute of Southern Africa (MISA) concluded the Gender and Media Progress Study, a follow up to the ground-breaking Gender and Media Baseline Study (GMBS) conducted by the two organisations in 2003.

Other research includes Glass Ceilings in Southern African newsrooms (2009); the Gender in Media Education (2010) study and the 2006 HIV and AIDS and Gender Baseline study. GL also conducted the Gender in Media Audience Study (GMAS) in 2004. Gender Links has also conducted periodic media monitoring to monitor the progress of media houses it is working with across the region. These studies show that on average women constitute 19% of news sources, up just 2% from 17% in 2003. Women continue to be represented in a narrow range of stereotypical roles.

GL's media programme also has an advocacy arm, which has included collaborating with media organisations to hold the regional Gender and Media (GEM) summits every two years. GL and MISA collaborated in the first gender and media summit in 2004. Subsequent Summits took place in

2006, 2008 and 2010. The media programme will be participating in the landmark SADC Gender Protocol Summit - the first of its kind to bring local government, alliance networks and the media together.

"Gender is beyond employing women, it is about getting them in the key positions and giving them challenging assignments."

Henry Haukeya: Head of News, Joy Radio Malawi

The programme then spread its roots to policy related work. This work has included; pilot projects to develop gender policies and codes of ethics with regulatory authorities and the Media Action Plan on HIV and AIDS and Gender that aimed to ensure that 80% of all newsrooms have HIV and AIDS policies.

Building from the research, training, advocacy and policy work that has been taking place since 2001, GL has used these to reflect on its intervention strategies and explore possibilities for a more holistic and sustained approach to addressing gender gaps in the media through a Media Centres of Excellence concept.

Targets

The programme targets mainstream media, and increasingly community media. Community media houses comprise 39 of the 102 media houses involved in the COE project. Community media give voice to marginalised groups. The indirect beneficiaries of this programme are the media audiences across Southern Africa. Through using the media as a target and a tool, GL is able to reach citizens even in the most remote parts of the region.

Delivery - activities and inputs

Through the ten stage Centres of Excellence or COE project, the media programme conducted the following activities:

Programme planning meetings with media COE facilitators.

As part of its yearly planning for the programme, GL convened a planning meeting for all its facilitators in February 2012. This meeting served to reflect on progress in project implementation as well as share strategies on roll out. The main output of this meeting was 12 country plans.

Development of gender policies in identified COEs.

This included in-house workshops that sought to sensitise media houses on gender gaps in media house content and institutional composition. To date the programme has assisted 90 media houses who have developed and adopted Gender Policies.

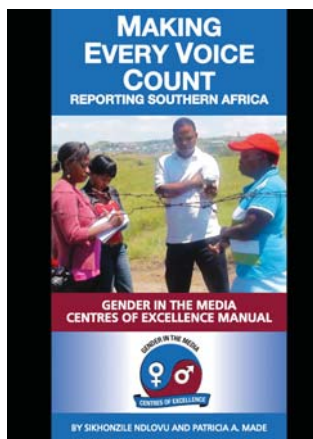
As part of the COE process Gender Links has been involved in capacity building around the themes addressed in the Protocol. Media facilitators have employed different methods in their capacity building sessions. A case in point is Tanzania. The different modules undertaken in Tanzania have seen all media houses combined in the training sessions. This means at least two journalists from each of the 11 media houses would attend. In light of this, even though such a method would supposedly cut down on costs it however means fewer people in a particular media house gain the knowledge.

Capacity enhancement workshops for media house personnel in 12 countries.

These training workshops particularly engaged journalists on how to engender their reporting on different themes. The SADC Gender Protocol thematic provisions informed these workshops. The main outputs from these workshops are stories and radio programmes produced by journalists. GL is yet to roll out this project in Angola and Seychelles.

In-house media monitoring.

As part of its on-going programme monitoring and evaluation, GL has empowered all media houses to conduct their own content monitoring. Using a self-monitoring tool developed by Gender Links, monitors in the Democratic Republic of Congo (DRC), Madagascar, Mauritius and Tanzania carried out this exercise in 2012. The rest of the countries are doing the monitoring in the first quarter of 2013. The preliminary findings of the monitoring exercise indicate that there have been gains in increasing women's voices in the media.



Outputs

- 114 media houses have bought into the COE process, with 45 of them signing Memoranda of Understanding (MOU) with GL. These MOUs signal media houses' commitment to the COE process. The formal agreements mean that the project is rolled out in a more structured manner. GL has taken all 114 media houses on board at the same time. <http://www.genderlinks.org.za/page/media-centres-of-excellence>
- 62 media houses have drafted gender policies with support from GL. 43 of these, representing 90 newsrooms, have adopted and are implementing gender policies.
- 65 opinion and commentary pieces written by journalists. These cover pieces in English, French, Portuguese and Kiswahili. The opinion and commentary pieces have contributed to knowledge and debate on topical gender issues in the SADC region. Mozambique for example contributed to the special series on Gender and Climate change. <http://www.genderlinks.org.za/page/portuguese>
- The media programme contributed to the media chapter of the 2012 SADC Gender Protocol Alliance barometer. This is part of going efforts to measure progress in implementation across different sectors. <http://www.genderlinks.org.za/article/sadc-gender-protocol-2012-barometer-2012-09-18>
- 52 institutional case studies on the SADC Protocol@work in the media. GL has documented 52 case studies of examples of gender aware institutional practice under the COE project.
- 82 media house scorecards indicating baseline data against media gender indicators. These scores are useful in benchmarking progress on gender mainstreaming.

Outreach

Through transforming the media, GL ensures that the message of gender equality gets to communities. The 114 media houses that GL works with represent approximately 25% of all the media houses in the SADC region.

	Print	Print	Radio	TV	Total
Public	9	5	8	22	
Private	31	15	6	56	
Community	10	27	1	39	
Total	50	48	16	114	

The table shows that these media houses span the whole spectrum. GL is working with 22 public media entities: eight TV and five radio. In most Southern African countries, radio reaches audiences even in remote places. In South Africa, community is a vital sector with more than 100 community radio stations. To increase its interface with local communities, this project has 22 community radio stations. There are 56 private and 39 community media in the project. GL also makes use of its website to give visibility to its media work. Through creating individual webpages for the COEs, there is greater awareness and evidence of what the different institutions are doing.

The media and local government COE projects intersect at key points for example the 2012 Sixteen Days of Activism project that brought Media and Local government COEs together.

Gender Links is working with national broadcasters to increase visibility and reach. Media houses are a key partner in ensuring that gender equality prevails in different sectors in the region.



Community media thrive in accessing women's voices.
Photo: Gender Links

Outcomes - results

The project has set itself concrete targets - to ensure that the proportion of women sources increases from 19% to 30% in the media houses that GL is working with. The self-monitoring process due to be completed in May will provide the first benchmarking results. In the meanwhile, the COE verification process, stage nine of the project, has provided useful insights on challenges and possible restructuring needed. There have been lessons on methodology as well as selection of participants. Some of the

findings so far include:

Buy-in from the highest levels of the media house ensure effectiveness and greater accountability on the COE process. This emerged from media houses such as Mauritius Broadcasting Corporation, Capital FM, Business Times Limited and Christian Voice.

Policy is slowly starting to translating into practice: A concern with the COE process is the extent to which policy translates into practice in newsrooms. The example of Power FM 101 from Malawi shows how this is beginning to change.

Power FM 101 lights the way

Power FM 101's, one of the leading private commercial radio stations in Malawi, started working with GL as far back as 2006. This relationship has strengthened the radio station's understanding of gender. The 2009 *Glass Ceilings in Southern African Newsrooms* study showed that women constituted just 19% of employees at Power FM 101.



Rachel Joshua, reporter and announcer at FM 101.

Photo: Daud Kayisi

Power 101 is one of the Centres of Excellence for Gender in the Media in Malawi. The radio station developed and

adopted its gender policy in 2011. The gender policy sets out clear targets for institutional practice, editorial practice and programming. The policy includes a section on sexual harassment and an action plan outlining key areas of focus. Power 101 signed an MOU with Gender Links in 2012. Since then journalists have been involved in GL capacity building workshops for the media COEs.

Since developing a Gender Policy the media house has worked to ensure that this document makes a difference in its daily operations. The four person board comprises two women and two men, although both the station Manager and the Managing Director are male.

There has been a conscious effort to improve programming at Power 101 FM with the introduction of radio programmes that specifically address gender issues and tackle cross cutting issues like gender based violence and HIV and AIDS. Programmes include *Roots and Culture*, *Mlato (Bridge)*, *HIP POP for HIV and AIDS* and *Sankanga*. This is part of the radio station's social responsibility focus. HIV and AIDS is a challenge that Malawi, like other Southern African Development Community (SADC) countries is grappling with. Power 101 FM therefore sees itself as having a critical role to play in this regard.

Results from the monitoring show varying results: Early results from the in-house monitoring show that there are no overnight miracles. For example the proportion of women sources at DRC's Sango Malamu stands at a paltry 6%. This is down one percentage point from 7% recorded in the 2010 GMPS.

But others show that change is possible: The MBC, one of the first media houses to engage with GL in developing a Gender Policy, has achieved remarkable results. In the Gender and Media Progress Study (GMPS) of 2010, women sources at the MBC had increased to 28%, from 14% in the 2003 Gender and Media Baseline Study (GMBS). In the latest monitoring, the proportion of women sources on TV reached 58% and radio 40%!

MBC: Living up to the name - Centre of Excellence for gender mainstreaming

"The MBC recognises its responsibility to achieve the objectives of its Gender Policy and to act as an agent for promoting gender equality in the rest of society." - Dan Callikan; MBC Director General.

Gender Links' relationship with the MBC is more than a decade old. When GL first worked with the MBC to develop its Gender Policy back in 2003, no one knew that would see the MBC becoming a Centre of Excellence for gender in the media.

As the first institution to develop a media house gender policy with support from GL, the MBC has become a good example of how buy-in from the highest levels of any institution leads to effectiveness. As the GL team sits with Director General, Dan Callikan and the Deputy Director General Soondaree Devi Soborun, it becomes evident that management takes gender mainstreaming seriously. Not only has management signed a Memorandum of Understanding (MOU) with GL signalling its commitment to transforming gender relations in and through the media, it has gone on to ensure that every employee is aware of this commitment and that the gender policy becomes a living document.



Old friends: Dan Callikan; MBC Director General with GL Francophone Director Loga Virahsawmy.

Photo: Colleen Lowe Morna

Management buy-in has made it possible for gender programmes to thrive at the MBC. For example, management has put in place monitoring and evaluation systems to ensure that all programming is in line with the gender policy. Deputy DG Soborun is responsible for monitoring the implementation of the policy. This includes ensuring that all advertising goes through the Quality Control unit for verification before going on air.

When the MBC developed its gender policy the proportion of women sources stood at 14%. Through continued efforts and backing by management, this rose to 28% as indicated in the 2010 Gender and Media Progress Study, (GMPS). Speaking at the 2010 Gender and Media (GEM) summit, Soboorun said awareness of the gender gaps in MBC coverage had prompted the public broadcaster to think deeply about the broader issues of voice, responsiveness and being a public broadcaster.

The MBC worked harder to ensure gender mainstreaming in both content and institutional practice. During the 2012 self-monitoring exercise, it emerged that the proportion of women sources has gone up to 40% for TV and 58% for radio. How has this happened?

Director General Dan Callikan says, "the diversity of Mauritian culture has also contributed to the way that the MBC approaches issues of diversity: ensuring that there is no prejudice." This belief in 'unity in diversity' has seen the MBC working to show that all constituent groups in Mauritius, women and men alike find expression at the MBC. He further adds that, "what you see at the MBC is a result of a vision of what Mauritian society is all about. Respect for the equality of all groups of the Mauritian population."

The MBC has just launched a Creole radio station Kool FM and a Bhoj Puri television channel. The two are run by women, in line with the MBC's desire to increase the proportion of women in decision making as highlighted in the gender policy. The MBC has made it possible for capable women to participate in decision-making.

The aptly named Kool FM realises that change can only take place when communities come together and debate topical issues. The programme 'Kool a l'e'cote' (Kool FM listens to you) is a phone in programme which allows the audience to talk about their daily struggles. There is a range of gender specific topics that the radio station brings to the fore for discussion. One of the most common topics discussed is gender-based violence. The programme not only provides the platform for free expression but it also brings in legal and other experts to offer advice to the callers.

Gender in the workplace

According to Deputy DG Soboorun, Mauritius has an Equal Opportunity Act that ensures that all groups in society get equal access to employment opportunities. In its operations, the MBC provides equal opportunities to women and men. For example at the Rodrigues FM programme selection, seven out of ten women were recruited. These capable women have shown leadership qualities and potential.

The MBC is also mindful of women's dual roles often juggling private and professional responsibilities. MBC gives paternity (5 days) and maternity (84) leave, which is in line with national law. According to Sandra, Coordinator at Kool FM, 'the Director General has empowered me by giving me the space and trust to work

on this radio channel. As such I now have convictions about women and their capabilities.' Sandra, who has no formal training in media, says she has undergone on-job-training at the MBC, which has allowed her to rise through the ranks and occupy her current position.

Luxmibye Samboo, from the Human Resource department, echoes this, saying the MBC identifies potential in individuals and allows them to achieve their best. She says the broadcaster has a commitment to seeing that women and men get equal opportunities.

In the television section, it is also evident that women enjoy a high level of respect from fellow employees. Selvina Sungeelee, a TV news editor says, as women journalists, they can go anywhere and cover any topic, there are no restrictions. She says she has respect from both management and colleagues which helps her focus on her job.

Ritvik Neerbun, Senior News Editor, says he has noticed the diligence with which women approach their work, often thriving to produce the best all the time. Neerbun also highlights that having a critical mass of women at the MBC has changed gender dynamics amongst employees with more men watching the language that they use. There is minimal use of gender insensitive or offensive language.



Christelle Lebrasse, MBC News reporter and camera person. Photo: Sikhonzile Ndlovu

Gender aware programming

As highlighted in the Gender Policy, the MBC thrives to achieve gender balance and sensitivity in the representation and portrayal of women in all news and programming. Promoting a diversity of voices is not limited to news but also extends to other programmes. Such programmes have included hosting cyber dialogues during the 2012 16 days of Activism of No Violence Against Women and Children campaign. As part of its commitment to gender equality, the MBC runs a series of programmes during the Sixteen Days of Activism. In 2012, the broadcaster made provisions for callers to engage with experts on gender-based violence.

During election time, the television station has also hosted debates and dialogue on women's political participation. This has played a key role in raising the awareness levels of the Mauritians. According to Callikan, one of the greatest challenges the MBC has had to grapple with is changing mind sets. He says it takes a lot to change long entrenched beliefs and value systems. The MBS constantly has to show concretely that women and men are indeed equal and that they accomplish anything. This view is shown in the MBC putting trust on its female Deputy Director General, Soboorun.

Raising awareness on the SADC Gender Protocol: By tailor making the media COE project to follow the SADC Gender Protocol thematic area, this programme has increased awareness of the SADC Gender Protocol thematic areas among media personnel as well as audiences. Through working with community media, this programme has extended the reach of civil society work to marginalised communities. Community media works at the grassroots levels and as such is more in touch with the daily struggles of ordinary women and men in Southern Africa.

Changing lives: Over the past year, GL has been gathering case studies of women in the media making a difference; of the extent to which creating gender aware environments in newsrooms is empowering women to make their voice heard. The example from Joy Radio in Malawi shows how change is taking place both at an institutional and at a personal level:

Edith Kwaila's contemplative and gracious demeanour is refreshingly deceiving; somewhat shrouding her feisty and frank persona. However, it does not take long to notice the tenacity she exudes and her strength of character. This determination led to Kwaila being promoted to News and Current affairs Editor at Joy Radio in late 2011. It is with her vigour that she continues to challenge the gendered institutional gradient that persists amongst management at this radio station - one of the Centres of Excellence of Gender in the Media.

Kwaila started at Joy Radio as an intern after graduating from the Malawi Institute of Journalism with a diploma in Journalism. Having made her way to management, she can see how things have improved and how the institution has changed over the years. Previously, only men covered specific stories and there were few female reporters. "They implied I wasn't capable and I felt undermined. I wanted to make my own decisions!"

Kwaila says things are finally getting better: "Women are more equal, women cover political rallies now and we are more heard than before, but there are still issues that



Edith Kwaila: Editor at Joy Radio, Malawi.

Photo: Katherine Robinson

need ironing out". Kwaila believes that Gender Links gave her the confidence to take a stand. She has never actually attended a GL workshop, but receives and reads GL resources from Kubi Rama after having met her at a gender conference in 2011. "We had a session with Kubi on gender which touched on polygamy. It was a real eye-opener. Since then Kubi has always emailed me journals and information".

Challenges

- The programme has been facing challenges in getting the media house to own this process. This is especially so in the self-monitoring exercises. The journalists in some media houses were not ready to monitor their work.
- Media houses do not have budgets allocated to this process and mainly rely on Gender Links.
- Competing priorities shift the media houses efforts and attention from gender issues.
- Signing MOUS and adopting gender policies to get media houses on board has been a challenge because of the bureaucratic nature of some media houses. GL has since devised a statement of commitment to replace the MOU.
- Competing priorities and economic hardships pose a great risk to gender mainstreaming in the media. Media houses in the region are feeling the impact of the global economic recession. As such they have limited human

resources to carry out their day to day activities. Advertising has become the main source of income for many media outlets. This leaves very little room for screening of advertorial.

- Of the greatest assumptions in the log frame is that through its media programme GL can influence institutional composition in media houses within the given timeframes. Whilst change is possible, it cannot happen in three years. There is need for more realistic indicators that GL can control.
- In light of the slow increase in the proportion of women in the media houses, it is imperative that GL starts using the media house scorecard to measure progress. Unlike the proportion of women sources, which is entirely in the control of media houses, the scorecard is a more reliable measure of qualitative change happening in the media houses.



Arthur Okwemba presenting at a Gender, Media and Elections training workshop in Tanzania.
Photo: Sikhonzile Ndlovu

Time to take stock

The successes GL has recorded should be analysed in terms of:

- The percentage of media houses that have developed Gender Policies
- Percentage of the media houses that have Adopted the Gender Policies

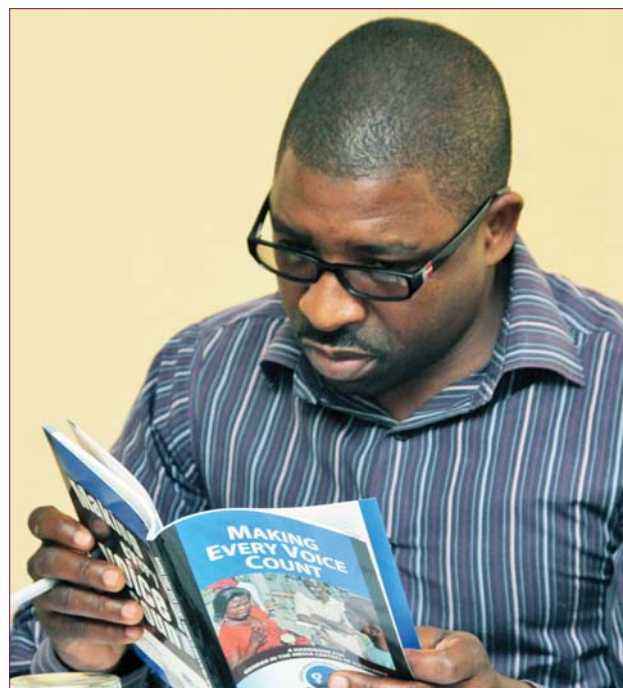
- The number/percentage of employees in the media house aware of the existence and content of the Gender Policy adopted by their company
- Percentage of the media houses that have operationalized the Gender Policies
- A content analysis showing the progress the media house has made on the baseline data collected in 2010.

“Appraising the achievements like this gives a better picture where we have done well and where there is a problem. GL has done extremely well on the percentage of media houses that have developed and adopted gender policies. In Tanzania, we have major challenge on the number and percentage of employees in media houses. This affects operationalisation of Gender Policies. Recall that this is in the armpit of the Media Houses themselves. My take is that this CoE project requires us facilitators to engage in a highly strategic way to ensure it moves forward with sufficient success. I have in the past made recommendations how to go about this, but I think we need a Strategy Meeting to come-up with a roadmap on what needs to be done in respect to each country scenarios. I love the CoE project as it speaks to the issues I hold dear.”

*Arthur Okwemba,
Media Policy Facilitator, Tanzania*

Next steps

- External media content monitoring.
- Taking stock workshop for all media facilitators during the SADC Gender Protocol@Work Summit.
- In-house workshops to publicise the gender policies and develop action plans for implementation leading up to 2015.
- Thematic training workshops for media house personnel.
- Training for media managers and editors.
- Documenting qualitative evidence of impact.



Innocent Gore engaging with the Making every voice count handbook.
Photo: Gender Links

WRITE ABOUT RIGHTS

GL OPINION AND COMMENTARY SERVICE



Lusophone Editor - Bayano Valy
Francophone Editor - Marie Annick Savripène
Anglophone Editor - Saenna Chingamuka

With its strapline, “fresh views on every day news!” the Opinion and Commentary Service (O and C Service) continues to be a flagship project for GL, linking its programmes and giving visibility to the work in the mainstream media in Southern Africa and beyond. Other civil society organisations frequently use the service in their publications. Researchers frequently visit the site. The service continues to offer alternative views about gender and development in Southern Africa. While the service is in print, radio and TV use the service for story ideas. One of GL's objectives for the future is to make the service multi-media. The service is divided into three: Anglophone (anchored at GL headquarters in Johannesburg); Francophone (anchored in Mauritius); and Lusophone (anchored in Mozambique). This section of the report covers the period January 2012 to December 2012. The report provides an overview, followed by specific data and analysis of the three services.



Marching for gender equality at the 57th Session of the Commission on the Status of Women (CSW57).
Photo: Katherine Robinson

Objectives

- Giving voice to women to freely contribute to the gender and development discourse in society.
- Providing a platform to new journalists to write and be published.
- Providing content to the media which often lacks the capacity to report on gender.
- Providing an opportunity for contributors to speak their mind on a variety of relevant and often controversial

subjects that society might consider taboo to openly discuss.

- Challenging stereotypes and changing attitudes.

Key activities and outputs

The service consists of the three editors working with existing and new writers - women and men across the SADC region - to produce provocative but publishable opinion and commentary, mainly for publication in the mainstream media. GL discovers and nurtures new writers; distributes their stories to the mainstream media, and tracks usage. The stories also go out through the GL list serve that reaches over 15,000 subscribers. In 2012, GL built separate list serves for French and Portuguese speaking subscribers. All the stories are housed in a searchable data base on the website where they can be viewed by language, author, theme and date.

The service in numbers						
	No of stories		Usage		Ave. usage	
	2011	2012	2011	2012	2011	2012
English	157	152	908	760	5.8	5
French	115	87	426	209	3.7	2.4
Portuguese	31	71	(Starting)	14	(Starting)	0.2
TOTAL	303	310	1334	976	4.4	3.1

The table shows that in 2012, the service produced 310 stories (slightly higher than in 2011), with 152 (49%) of these on the English service; 87 (28%) on the French service, and 71 (23%) on the newly formed Portuguese service. Usage refers to the number of times stories get used in the mainstream media, to the extent GL is able to track this. These figures do not include website usage. The figures show that the English service enjoys the most usage, with each article being used an average of five times (down from 5.8 times in 2011). The French service also experienced a decline, from 3.7 to 2.4. The Lusophone service is facing particular challenges in Mozambique due to the limited number of outlets. All this points to the need to diversify the product (especially the need to go multi media) and engage in more vigorous marketing.

However, the figures do not capture the E marketing - for example the fact that the commentary service is the most visited section of the GL website, with each story being read online many times over. The English service has an automated tracking form for “other” kinds of uses like re-publishing by other NGOs and research which provides interesting insights into ways in which the service is used. This tool has recently been extended to the Lusophone and Francophone services and will be used for analysis next year. Using the new media - twitter and facebook- to draw readers to the stories enhances the reach and reaction to the service.

Special series

In addition to the service that produces approximately ten stories a month in English, and six each in French and Portuguese, the O and C service contributes to, and works in synergy with, a number of special information and communication projects spearheaded by GL.

Climate change: Mozambique is prone to floods and more than 50% of its territory is part of international river basins such as Limpopo, Zambezi, Save, Rovuma and Pongue. Professor Alvaro Carmo Vaz of Eduardo Mondlane University in Mozambique (2000) pointed out that Mozambique is prone to various kinds of climatic pressures that can originate from cyclones and tropical depressions from the Indian Ocean. The February 2012 floods provided an opportunity for the Gender Links Lusophone Opinion and Commentary Service to take off. The organisation ran a gender and climate change workshop for journalists to report on the gender dimensions of climate change and for journalists to know more about the Portuguese news service.



Saeanna Chingamuka, GMDC Manager being interviewed by Mozambican journalists at the 2012 Gender Justice and Local Government Summit. Photo: Katherine Robinson

Summit newspaper: During the Third Gender Justice and Local Government Summit that took place from 23-25 April 2012, the Service ran a daily e-newsletter. Four editions of the newsletter were produced with most of the stories based on the summit and presentations. The journalists who wrote stories during the Summit came from media houses that are part of the GL Media Centres of Excellence project. They came from Lesotho, Swaziland, Zambia, Mauritius, Botswana, Zimbabwe, Mozambique and Namibia. Namibia and Mozambique had television crew. All journalists were filing their stories back to their newsrooms for newspapers and broadcast.

Father's Day: GL acknowledges that in order to address the current gender inequalities, it needs to engage men as partners. The Service published four articles during Father's Day about progressive masculinity and what fatherhood means. Leo Wamwanduka's article titled "Men must create a new generation of men" got 280 reads and two comments on the GL website; two tweets and 24 Facebook likes. Two newspapers, The Herald in Zimbabwe and The Nation in Malawi republished the article. Wamwanduka continues to write articles for the English service on fatherhood and masculinity.

Olympics, women and sports: The 2012 London Olympics gave the service an opportunity to commission stories on the event, women and sports. Six stories were published and they centred on female soccer teams, basketball, social media and how women are generally underpaid in soccer compared to their male counterparts.

Heads of State Summit 2012: The Heads of State Summit took place in August 2012 in Maputo Mozambique. GL participated in the preparatory meetings leading to the main summit organised by SADC CNGO. The SADC Gender Protocol Alliance members participated at the meeting and were pushing for the adoption of an Addendum to the SADC Protocol on Gender and Development on Climate Change. The service produced articles in English and Portuguese for the mainstream media. *The Swazi Observer* (Swaziland); *The Herald* (Zimbabwe); *SABC News.com* (South Africa); *The Nation* (Malawi); and *The Zimbabwean* (Diaspora newspaper) are some of the mainstream newspapers that republished articles from this series.

Celebrating phenomenal women: August is Women's Month in South Africa. GL put out a special call to writers to celebrate a woman who has made a difference in their life. The call specifically mentioned that writers must celebrate ordinary women who are not in the limelight but have made an impact on them. These have received a large number of reads on the website and request for interviews.

Sixteen Days of Activism: As is the norm, GL runs a special series every year on gender-based violence. A theme is selected for each day during the period and articles related to each theme are published. These included "I" stories or first-hand accounts. An example of the kind of story published is a Congolese male doctor who used to look after raped women in Bukavu in DRC but had to flee from the country because his life was in danger.

Peace-building: The service produced seven stories on peace building. Every 4 October is Day of Peace and Reconciliation in Mozambique. This date is very important in Mozambique's history given that the country is still in post-conflict phase. The seven stories were all on peace building and aimed at highlighting women's contributions to peace efforts.



Bayano Vally, Lucia Makamure and Marie-Annick Savripene - CSW57, New York. Photo: Katherine Robinson

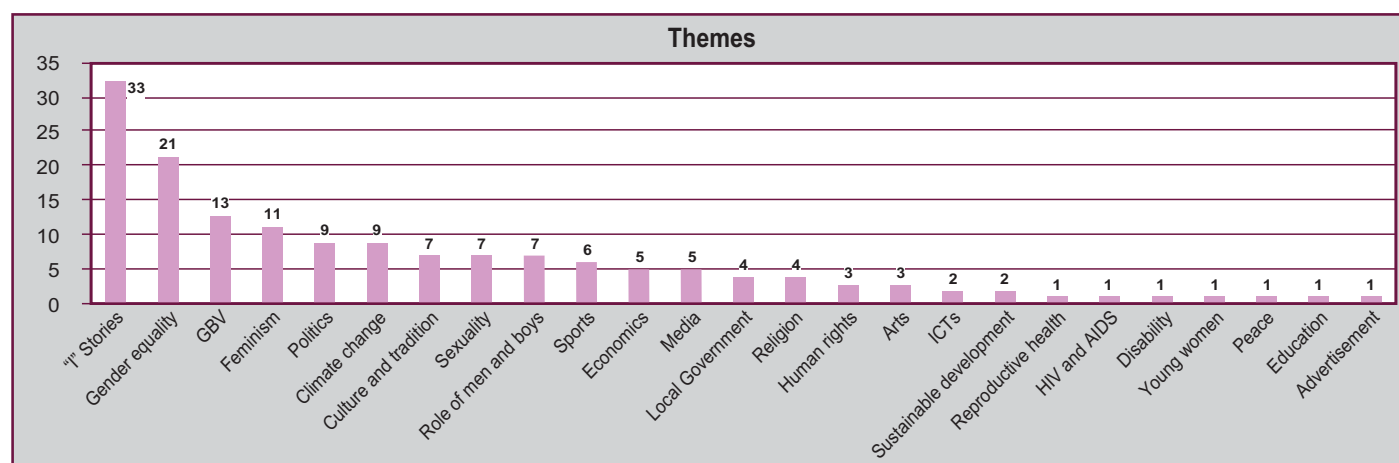
In early March 2013, Gender Links sent a team to cover the 57th Session of the Commission on the Status of Women (CSW57) held at the United Nations Headquarters in New York. The 2013 theme was the *Elimination of forms of violence against women and girls*.

Braving snowstorms, overcoming difficulties in accessing main events and even having to contend with internet problems in Big Apple, the team produced five daily e-Newsletters on CSW57. Each newsletter comprised six stories in English, French and Portuguese. In a parallel event at CSW57, Gender Links together with the SADC Gender Protocol Alliance also presented 2012 Gender Protocol Barometer and the Gender Based Violence Indicators. Finally, on Women's Day GL hosted a cyber

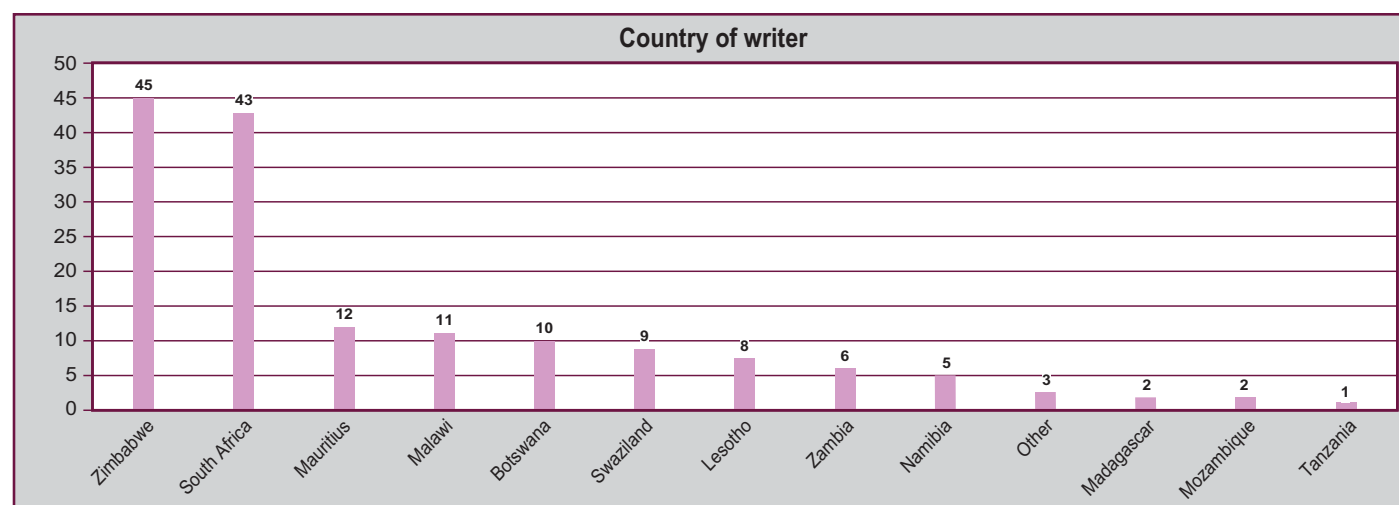
dialogue on eliminating violence against women from the UN buildings - see <http://www.genderlinks.org.za/page/csw-57> for the daily newsletters produced.

The English Service

Between January and December 2012, the service published 152 articles. "I" stories or first hand accounts of GBV constituted the largest number of stories published (during the Sixteen Days of Activism).



The writers



	M	F	TOTAL	%W	%M
New	17	52	69	75	25
Existing	22	66	88	75	25
Total	39	118	157	75	25

The graph shows that the highest number of writers for the English service is from Zimbabwe followed by South Africa. The service constantly seeks to build new writers. The table shows that new writers comprise 43% of the

157 writers. Men comprise approximately one quarter of the writers - overall, new and existing.

On the-job-training

The Editor received more than 50 new requests from freelance journalists who want to contribute to the service. However, not all are accepted and some are given feedback and never write. The highest number of requests came from Zimbabwe. Writers are given detailed feedback. The exchange below illustrates how the services discovers and builds new talent:

David Makacha, (BSc in Journalism and Media Studies graduate, National University of Science and Technology in Zimbabwe) submitted an article on gender based violence and the need to change attitudes. Below is an e-mail exchange between the editor and Makacha.

Dear David

Thank you so much for your article and interest in the Gender Links Opinion and Commentary Service. I have attached some comments... There is a bit of a disjuncture on the problem and what you are proposing... Please rework.

Dear Saeanna

Thank you very much for the confidence you have shown in me by accepting me to be part of the Opinion and Commentary contributors... I have tried to incorporate the changes you have suggested. As an amateur, I am open to any suggestion and corrections that you will suggest. I hope to improve my skills through writing articles that will be published. Thank you for the opportunity, considering that with the limited media space in Zimbabwe, it is difficult for amateurs to get a space.

Nurturing promising writers

The service continually works with writers, building their confidence and skills in writing gender aware opinion and commentary articles.

Bongiwe Zwane from Swaziland, who won the English editors prize for the Opinion and Commentary Service at the SADC Gender Protocol@Work Summit in 2012, describes how she has grown with the service:

"Five years ago, I submitted my first article for the Gender Links Opinion and Commentary Service. I started writing regularly for the service in 2011. I am proud that I have grown as a writer. The editor is commissioning me to write articles as opposed to me always coming up with ideas myself.

GL has allowed me to be myself in the way I choose to write. I prefer writing in a leisurely and humorous manner. The one thing that writing for Gender Links has taught me is to put myself in the readers' shoes whenever I write. I have also learned to ensure fairness at all times by not generalising issues but ensuring that they articulated clearly. For instance, I cannot refer to all men as chauvinistic.

I stirred the pot with an article titled "*Women love male circumcision*" - a rare woman's take on male circumcision. Although some saw the humour and light-heartedness of the article, some appeared visibly disturbed that a woman would dare to write about something as 'sacred as the male organ'. The Editor encouraged me to view people's

comments via the Gender Links website. I interacted with readers who either shared the sentiments or were downright opposed to women writing about taboo topics.

I have become more gender-aware and sensitive about issues going on in society. The service has assisted me to become more gender-aware and even to weigh what I say to ensure it is not offensive to women and men alike. The exposure to different styles of writing has been one way I have learnt to appreciate that although people have different views, they can differ in their opinions without being vulgar or offensive.

My writing has greatly improved as the editor, Saeanna Chingamuka, always provides timely feedback. She explains what her expectations are before commissioning an article. She also encourages research before putting pen to paper to ensure that the writer is not repeating what other writers have published before. I want to continue writing for the service and be exposed more to gender dynamics. I want to use the power of the pen to make people more aware of what is going on around them." *Bongiwe Zwane*



Outreach

As mentioned, articles produced by the English service get picked up an average of five times each by the mainstream media. An example is *The Zimbabwean*, headed by Wilf Mbanga religiously republished articles from GL. In August 2012 he created a gender page in his newspaper (see example).

Online tracking on the English service: When one goes to the GL Opinion and Commentary page and clicks on an article, a tracking form automatically pops up and prompts the reader to complete a short form.



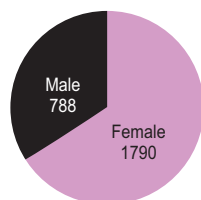
gender links for equality and justice

Celebrating the phenomenal woman in your life!

Call for stories
There are many women who have made a difference in our lives, women who have against all odds raised families, brought change in communities and our nations. We often do not recognise the sacrifices that they have made, at times giving us opportunities that they did not have.
In August 2012, Gender Links is offering you the opportunity and space to write a story to celebrate the phenomenal woman in your life. This woman could be your daughter, your sister, your mother, your mother-in-law, your aunt, a female colleague or a friend who has touched your life or that of your family in a special way. The stories will be featured on the Gender Links Opinion and Commentary Service during the month of August. They will be available on the GL website, distributed to the GL list serve that has over 11,000 contacts and will be sent to media houses in Southern Africa and online media for republishing. Please ensure that you submit images of the woman being celebrated to go with the story. Stories should be 800 - 1000 words in length. To get your story commissioned and more details on this series, write to editor@genderlinks.org.za



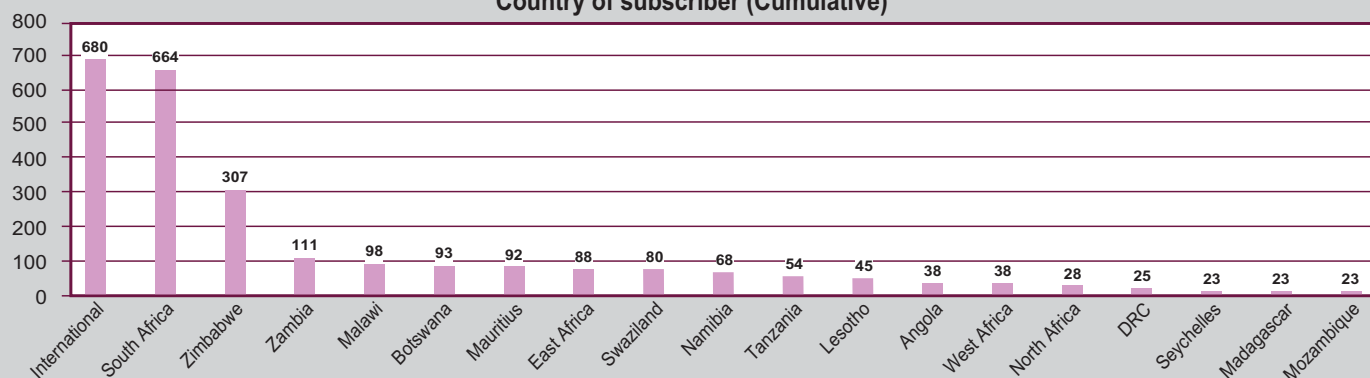
Number of unique viewers who completed the "Reasons for Viewing Form"



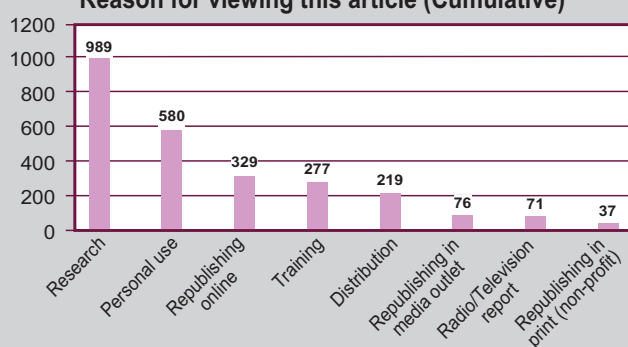
As shown in the pie chart, women (1790) comprised almost two thirds the readers of the service. This is to be expected. Indeed it is significant that men comprise one third of the readers.

The country of subscriber gives GL an idea of the origin of readers. This shows that South Africans and international rank highest; followed by Zimbabwe and Zambia, with Seychelles, Madagascar and Mozambique lowest.

Country of subscriber (Cumulative)



Reason for viewing this article (Cumulative)



The graph shows that most readers accessed the articles for research, followed by personal use and then republishing online. Republishing in print is the lowest because Editors receive articles directly. However some (especially NGO publications) do republish directly. Below, Rasweat Mukundu, a contributor from Zimbabwe, reflects on the multiplier effects of the O and C service, based on his own experiences as a journalist.

Speaking to fellow citizens through writing

By Rashweat Mukundu



Rashweat Mukundu is a Media Consultant

I have realised that I do not need to be a conference speaker or a disc jockey to have an audience to listen to me. I can speak to the world, I can share my opinions with other men and challenge societal stereotypes through writing. The Gender Links Opinion and Commentary Service has provided me with a platform to get my writing published and citizens have debated on issues that I write on.

I started writing for the GL Opinion and Commentary Service in 2008, not by design but because they used to pick and publish my opinions on gender and HIV and AIDS. When I realised that I could use the GL platform, I began to write more. I do not write randomly, but only when I feel strongly about an issue and want my opinion to be heard. My personal experiences also provide me with ideas of what to write.

Imagine, I got circumcised at the age of 34 after an HIV test related to the birth of our second child. I wrote a piece about my fear of going for the HIV test, reflections on what the test meant for my wife and child and reflections of my responsibility as a father, husband and friend to my wife and children.

Realising that my life actions impact on others much more, I decided to write an article to share my experiences, which reflect what other men probably go through but do not openly discuss. By writing, I wanted to speak to other men and women alike and encourage men in particular to be involved in the health of their families. In essence, I argued that men should not just be breadwinners, but also health winners.

My most memorable article that I wrote is titled *"Will circumcision change behaviour or reinforce machismo?"* is my most memorable piece about the day I went for circumcision. My body became the subject of the article but in a wider sense, it included my family, health provision, cultural beliefs, social perceptions and debate on HIV and

AIDS, the state, donors and the distortions about sexuality, circumcision and manhood.

Working with the editor, Saeanna Chingamuka, has been helpful. She always critiques my work and provides thought-provoking feedback on articles submitted. This has improved my capacity to understand gender issues, identify gender gaps in a story, using gender sensitive language and write better especially without perpetuating stereotypes.

I always wear my gender lenses when critiquing issues that affect society. I now reflect and read more about gender and HIV and AIDS issues. I am always on the lookout for something to write and share. I am quick, even subconsciously to pick gender discrimination, stereotypical actions in my work and life among other things.

I insist on gender mainstreaming in media advocacy and capacity building work that I'm involved in. I believe that the service can assist to change knowledge and attitudes in society. Writers, including myself, have used the platform to demystify many societal issues and all of them encourage debate and openness on what might appear to be sensitive or personal matters.

GL has provided me with a platform to share my experiences not just with their readers, but many other citizens beyond the GL family.

As a result of writing for GL I have been interviewed on radio. Some of my articles have been published in *The Standard* newspaper in Zimbabwe and picked up by

various other newspapers in Southern Africa. My activist role in society is also fulfilled as the information is shared with many citizens.

Some of the articles have been picked by Partners Zimbabwe, a national eForum on HIV & AIDS and related health and development issues in Zimbabwe. Partners Zimbabwe is managed collaboratively by Southern Africa HIV and AIDS Information and Dissemination Service (SAfAIDS, www.safaid.net), Zimbabwe AIDS Network (www.zan.org.zw), The Centre (www.kubatana.net/centre), Zimbabwe National Network of People Living with HIV/AIDS (ZNNP+) and Women and AIDS Support Network (WASN, www.wasn.org.zw), with support from AIDSPortal (www.aidsportal.org). Many Zimbabweans use this platform to debate health and HIV and AIDS issues.

Hi Rashweat,

I am a colleague of Jenine Coetzer, the Executive Producer of Channel Africa Radio. I am working on a story on circumcision in Zimbabwe after being inspired by the recent article you wrote around that issue. Jenine forwarded me your contact details suggesting that I get in touch with you concerning getting a contact to interview, or you yourself if possible. I don't know how we will work it out but I'm really interested in the story. Please reply soonest as I am working on a 13:00pm deadline. *Email sent to Rashweat Mukundu on 5 October 2012 from Jane Mathebula, Reporter, Channel Africa*

Impact: Stimulating debate, changing policies

GL pioneered the O and C Service in the firm belief that the pen is mightier than the sword. The power of the pen

to change the world is illustrated in the case study of an article written about sexual harassment at the National University of Lesotho, and the action that followed.

Prompting policy change and promoting Justice - Sexual harassment at the National University of Lesotho

<http://www.genderlinks.org.za/article/lesotho-sexual-harassment-a-reality-in-universities-2012-11-27>

On 27 November 2012, Sebolelo Lerata a student from the National University of Lesotho had her story published by the Gender Links Opinion and Commentary Service. Her story bravely and openly exposes the rampant sexual harassment common at many institutions of higher learning. These cases are often unreported and fall into a spiral of silence where no one is brought to justice. However, in this story she herself was a victim where her own lecturer threatened to and did in fact fail her because she refused to sleep with him. Throughout her experience this strong young woman, stood her ground and did not give in. Instead, without fear she pressed on with her studies and eventually spoke out.

Coincidentally just two days later, on 29 November 2012 as part of the Sixteen Days of Activism, GL in partnership with the Institute of Extra-Mural Studies of the National University of Lesotho hosted a seminar on Sexual Harassment at Institutions of Higher Learning. Over ninety people, mostly students and lecturers attended the seminar.



A representative from the Child and Gender Protection Unit (CGPU) of Lesotho Police Services and the Pro Vice-Chancellor (PVC) of the University also attended the seminar.

The PVC attested the prevalence of sexual harassment by sharing his experiences at the university and even cited pending court cases. The PVC assured all students and attendants that his door was open to anyone who needed to report sexual harassment at his university. The seminar recommended better education, better policies and serious disciplinary measures be taken in relation to sexual harassment.

In the months preceding the seminar rumours of sexual harassment perpetrated by a lecturer abounded. In and around the same time of Sixteen Days of Activism, three students came forward and reported the lecturer to the



Sabie Ntoanyane (left) and GL CEO Colleen Lowe Morna dance to a new tune.
Photo: Nomthi Mankazana

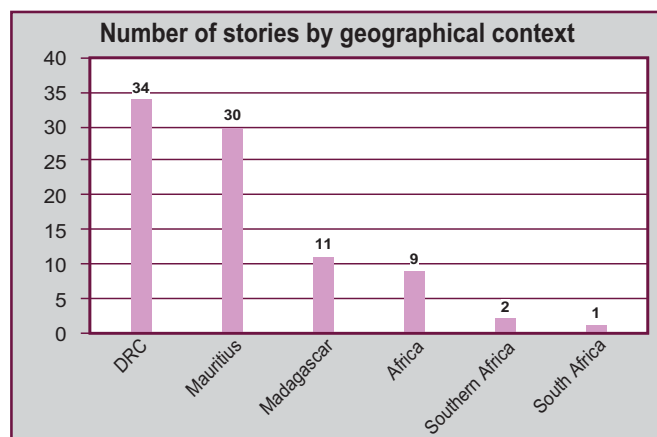
PVC. It was after the concrete complaints and after the GL seminar that the PVC and the legal arm of the University took the accused lecturer to court. The accused lecturer is now out on bail while the court proceedings are still pending.

Sabie Ntoanyane, the Head of Research, Evaluation and Media explains that since the seminar and the commentary by Lerata, awareness about sexual harassment has increased tremendously among staff and students. The University is now contemplating a gender policy and gender issues are being further mainstreamed.

The Student Affairs Committee has also included a gender dimension into the Student Handbook by condemning any form of gender based violence and sexual harassment. Ntoanyane commended this move saying, "I am happy, especially for students and staff because they are more comfortable. They are quite aware of sexual harassment and gender equality and will speak up and not bow their heads if anything happens".

This is an inspiring story that is testament to the positive influence of GL's media and advocacy. The Opinion and Commentary service not only offers a spreading of knowledge but also a platform for speaking out, aiding in the exposure of injustice and rousing a need for change. This together with campaigns and seminars, GL helped galvanise institutional transformations that will undoubtedly lead to a safer and more just space for female students and University employees.

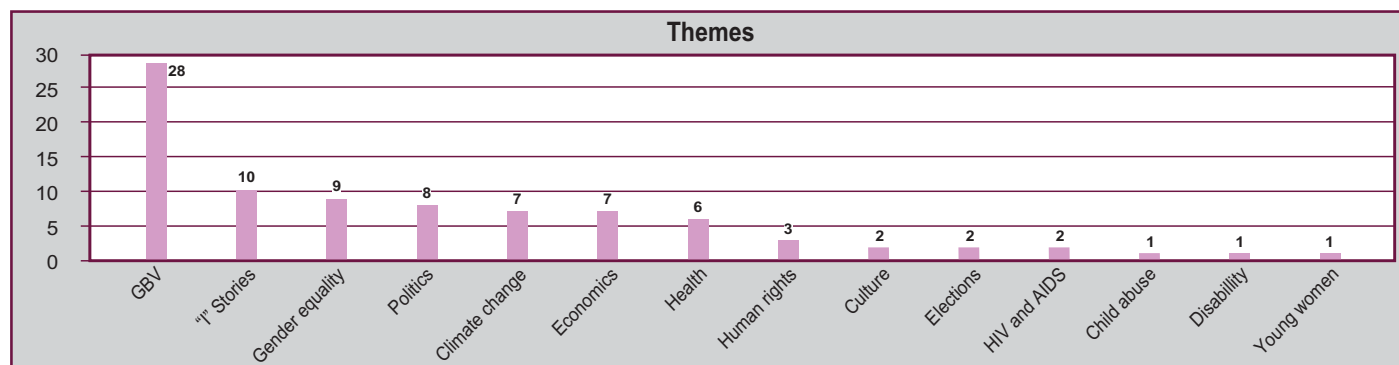
Key activities and outputs



Francophone Service

The French Service is anchored from Mauritius. The service has a dedicated editor who provides feedback to writers; publishes the articles and distributes them to media and French readers on the GL listserve. Usage has gone forwards and backwards. But in the latter half of 2012 the service gained momentum and is improving steadily due to the Memorandum of Understanding (MOU) signed between Gender Links and many newspapers in Mauritius, DRC and Madagascar now Centre of Excellence (COE) for Gender in the Media.

The service produced 87 articles, each used an average of two-and-a-half times. As shown in the graph, the highest number of stories emanated from DRC and Mauritius. Stories from South Africa and Southern Africa (the lowest) were translated from English to French.



The stories published on the French Service were on various themes, with the highest number of stories being on gender based violence and the lowest on child abuse; disability and young women. The story with the highest usage (six), published in June 2012, concerned forced marriages of young girls in the DRC.

The table shows that the service has 59 writers; 77% existing and 33% new. Women comprise 68% of the writers; 70% of the existing and 62% of the new. As reflected in their own words, the writers constitute is a

dedicated cadre of women and men who have changed the service, themselves and their communities.

The writers

	M	F	TOTAL	%W	%M
New	14	32	46	70	30
Existing	5	8	13	62	38
Total	19	40	59	68	32

Anna Mayimona Ngemba, winner of the French editors prize for the Opinion and Commentary Service, is a founder and acting president of *Union Congolaise des Femmes des Médias (UCOFEM)*. She first encountered Gender Links in 2007 at a training session on monitoring gender and HIV/AIDS in the media. She joined the first group of journalists who trained on the French commentary service writing in 2009. She explains:

“After my graduation, I worked for the daily “La Référence Plus”. My employer kept me as a trainee for ages, even though I was working very hard. This situation annoyed me so much that I consulted six colleagues and we decided to found L'UCOFEM. The idea was to fight for the rights of women in the profession by ensuring that they get their dues and get promoted. I met GL through L'UCOFEM in 2007. It all started by a training session on monitoring of gender and HIV/AIDS in the media. Our collaboration has been going on since then.



Trevor Davies, photojournalist, speaking at the Media COE TOT workshop, while Anna Mayimona Ngemba and Hlobisile Dlamini Shongwe, follow proceedings, Johannesburg, South Africa. Photo: Tarisai Nyamweda

It has been quite an adventure. When UCOFEM started, it had a way of viewing things. Its collaboration with Gender Links has strengthened that and has improved its interventions in the field. If today UCOFEM is recognised in the sphere of gender and media, it is because of Gender Links.

My work with Gender Links has modified my vision of the relations between men and women in society and particularly in the media. Before working with Gender

Links, I thought that I would be able to change the situation by working only with women. Now I know that I must work with both men and women to change mentalities. In some newspapers, they call me Madam Gender. At first, it made me laugh but I finally understood that I am transmitting a message.



Working with Gender Links has made me more demanding on some facts in society and my view has sharpened. Even in my everyday life, my relations are different, be it with family or friends. L'UCOFEM has gained a lot from GL. The association has been able to do monitoring on gender and people who have read the results have appreciated it. UCOFEM is respected for its work.

What I have learnt from Gender Links, I apply in my training of others. When I am consulted, I voice out my opinion clearly. Gender Links has strengthened my commitment to parity. Working with Loga Virahsawmy (director of the Francophone office) and Marie-Annick Savripenne (French editor) has been positive. I like the way they work and the way they deliver knowledge, which is a speciality of Gender Links. They know how to transmit the gender equality message and get the requested result. By working closely with Gender Links, I manage to influence others.

Arthur Kayumba, DRC, is a new writer for the French Opinion and Commentary Service. He is a journalist and deputy editor-in-chief of an online news agency in DRC, ACP Congo. He started writing for the French Service in 2012. Since then, he has been rewriting articles in his news agency style and always quotes Gender Links as source.



Arthur Kayumba from the Democratic Republic of Congo

“My work as a journalist and deputy editor in chief of the online service of ACP is to read all news and make decisions on what gets published. I also work with the editor of the gender and human rights desk. I met Gender Links for the first time in 2009 and it through Anna Mayimona and Dorothee Swedi of UCOFEM. I had the opportunity to participate in their gender equality and mainstreaming

trainings. This allowed me to understand the plight of women better.

Since then, when I am processing information, I insist that gender is taken on board. I come from the Kasaï region and we usually have very conservative views about women. In my tribe, women have no say in anything. Working with Gender Links has changed my views about women at personal level.

Professionally, I ensure that in our every day briefing in the newsroom, journalists integrate gender equality in our discussions on the news. Some of my male colleagues tease me and say that I have a "women's smell" because my female colleagues can always count on me to be on their side when it comes to defending women's rights. Others have named me "Mr Gender." I am convinced that women should be afforded equal opportunities with men in every sphere of life, in line with the SADC Protocol on Gender and Development which has been signed and ratified by DRC".

Volana Rasoanirainy, Madagascar, editor-in-chief of the *Madagascar Tribune* until January 2013, was among the first group of journalists to participate in the capacity building training for writing French opinion and commentary articles for GL. Even though Rasoanirainy has retired, her former boss has contracted her to work for a newspaper, *DIVA*, which focuses on women's issues. She is thrilled about the new venture and says, "Here is another arena to advance gender equality and publish Gender Links' French articles". In February 2013, the association of journalists fighting for human rights asked her to become a board member. Rasoanirainy has since been appointed Secretary-General.



Volana Rasoanirainy, ex-Editor-in-chief Madagascar Tribune

"I first encountered GL in 2007 during training on HIV and AIDS. As a trained journalist, I wrote a lot on education, environment, health and population. Since 2009, Gender Links has facilitated the development of a gender policy at *EVITRAS* which is the media house for the paper I used to work for.

Outreach

Stories published on the French Service are mainly picked by All Africa.com; Inter Press Service; Le Quotidien; www.minorityvoice.info; and l'express.mu. Since the launch of the French service, some of the articles it publishes have appeared in newspapers in DRC, Madagascar and Mauritius. Since beginning of 2013, l'express has renamed one of its pages "Gender and Solidarity" where issues of gender, poverty and solidarity are raised. The signing of MOU's between Gender Links and various newspapers in Mauritius, Madagascar and DRC in 2012 will greatly increase usage for instance, l'express, the mostly read newspaper in Mauritius has been republishing French articles.

In Madagascar, the *L'express de Madagascar*, *l'Hebdo* and *Madagascar Tribune* are republishing some of the French

Since I started working with Gender Links, I have started concentrating on writing on gender issues and showcasing success stories of women to empower readers. It is true that I already had an opinion and a soft spot about women and children's issues. However, my experience with Gender Links has broadened my views on the subject and my writing has changed too.

When I was promoted to editor-in-chief of *Madagascar Tribune*, I also started to republish GL articles (French and English) in the newspaper. I could choose the angles and the pictures to go with the articles. However, in many instances I was asked to justify this initiative as colleagues just saw "a woman publishing gender stories because she is a woman". However, I always had the support of the Chief Editor who was also a woman.

However, when she left the newsroom in 2009, my leeway shrank. The political crisis followed and the editorial of the newspaper changed. It became more political and this made it difficult for me to publish gender articles. The Director-General of *Madagascar Tribune* was not in favour of gender issues. Rather he wanted more returns from paper sales. For him, gender issues did not fly.

I tried to encourage male journalists to write on gender issues and introduced them to the French Opinion and Commentary Service. One man who wrote an article expressed amazement when GL accepted the article that got published it on the Gender Links website and picked up by other media outlets. But he told me he would not write again because he did not want to become a feminist. What a misconception!

Now that I have retired, I live in a rural area with my husband. I speak to groups of illiterate women and encourage them to start a project to empower them. The current political crisis has not made it easy but I know that I have to do something for them. I also know that I will not be able to sleep soundly on what I have accomplished so far when there is so much injustice going on out there. My mission is to preach on women's empowerment and help women to be economically empowered, is still not over."

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l'Hebdo SOCIAL

CANCER DU COL DE L'UTÉRUS
Les Mauriciennes prennent davantage leur santé en main

Habituellement lorsque l'on parle de cancer, on ne voit que le négatif et la mort. Or, la bonne nouvelle est que depuis l'an 2000, le cancer du col de l'utérus régresse à Maurice. C'est la résultante de la mise sur pied d'un programme national de consécration qui n'est pas tombé dans l'oreille de sourdes.

PROPRÉTÉ
De nouvelles mesures d'hygiène à proposer aux jeunes filles

La menstruation glorieuse. L'organisation non gouvernementale Water Aid appuiera les écoles en matière d'infrastructures d'hygiène pour que les jeunes filles puissent être à l'aise durant leur période menstruelle. Le leur moyen d'âge est représentatif de cette institution. L'hygiène personnelle est une préoccupation majeure pour les jeunes filles. Elles ont besoin de mesures de protection de leur santé et de leur bien-être.

DETECTION

Le cancer du col de l'utérus est aujourd'hui un problème de santé publique en Afrique subsaharienne. Bien que 13 pays seulement aient des programmes de dépistage, la Communauté de santé doit répondre aux besoins des femmes. Les équipes d'un brancardement mande aux États membres de tout mettre en œuvre pour offrir aux femmes et aux jeunes filles des soins de qualité et à un prix abordable. Un nombre important de femmes de plusieurs pays de ce bloc régional souffrent du cancer du col de l'utérus.

Or, la prévention contre ce VPH est simple et les mesures suivantes s'imposent. À commencer par la vaccination.

Sommets régional : Nouveauté sur la participation des médias

Pour la première fois dans l'organisation du sommet régional de Gender Links, les médias incluant les maisons de presse et les journalistes, sont conviés à participer au sommet régional. Le 18 et 19 mars déterminera les lauréats qui ont à l'avenir le plus de succès pour le concours régional qui se déroulera du 22 au 24 avril.

Farah Randrianasoa

articles. *L'Agence Congolaise de Presse* in DRC has also started republishing French articles.

Although *L'Agence Congolaise de Presse* in DRC is a news agency, it often recasts the GL French articles to suit their in-house writing style. The main challenge to usage of French service is in DRC where there are many media houses. The French Editor will conduct country visits to establish relations with the editors and market the service. The editor is working hard to get more newspapers, online

media and broadcast media interested in the GL French Opinion and Commentary Service.

The “reason for viewing form” set up this year will provide rich data for future reports on other ways in which the service is used. Many readers send the French Editor comments captured in a spread sheet. These will now be posted on the article or captured using the testimonial evidence back end form.

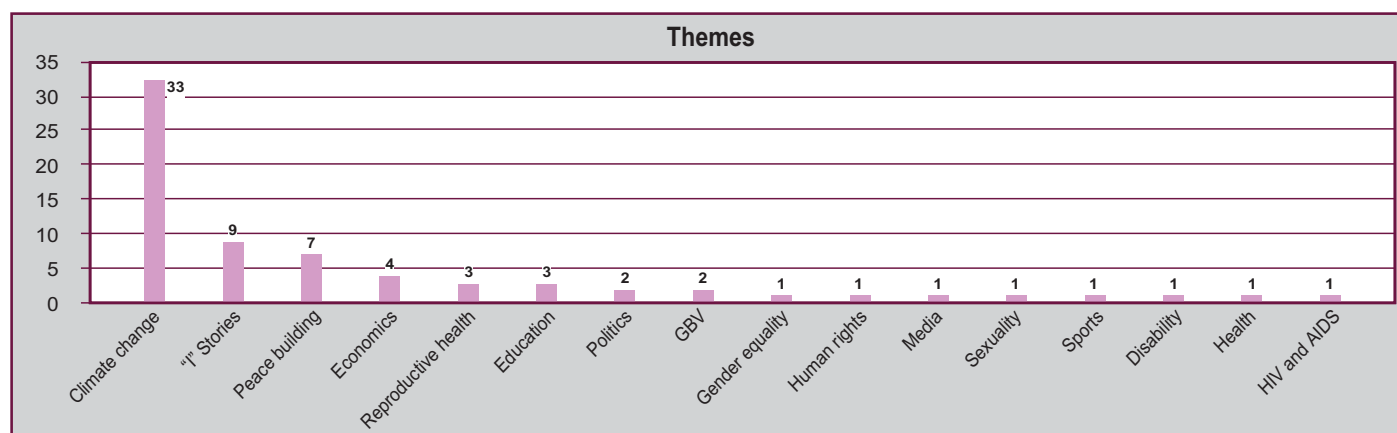
Generating debate: examples of comments on stories

A journalist from DRC commented on an article about women married to men in the military in North Kivu who are suffering from the conflict between the army and the rebels: “This situation is not only in North Kivu where there is war but everywhere in DRC. In Kinshasa, women married to soldiers suffer. They have many children and live in shacks. They can fall sick with flu and can die because they do not have money to see a doctor. When they are pregnant again, they cannot access prenatal care and most of them die during delivery. The military hospitals and official hospitals do not have sufficient drugs to give them. The soldiers are poorly paid, around 50000 Congolese francs which is equivalent to 50 USD”.

A woman activist from DRC commented on an article on the violence at a campus at the University of Antananarivo; “Thank you for this piece which allows us to know what is going on in Madagascar. I have appreciated how the students and lecturers took position and went public on the violence on the campus”.

A lecturer in communication and tourism at the University of Antananarivo in Madagascar commented on an article on marital rape: “This article has inspired me to introduce the impact of marital rape on women and children in the courses that I teach”.

Lusophone Service



The service, now in its second year, produced 71 stories (33 on climate change) used 14 times, all in Mozambique. GL has not had the resources to parachute the service into Angola (one of the most expensive countries in Southern Africa), and is still exploring Lusophone markets such as Brazil and Cape Verde. With only Mozambique as a market, usage is a challenge because the country only has a handful of daily newspapers, and two well-respected weekly newspapers. Radio has a higher volume and reach, but the O and C service is yet to go digital. In this small market, there is competition when it comes to republishing, with media houses demanding exclusive rights to the content. However, usage is slowly increasing, as more media houses understand the gender gaps in media content. Online usage, as discussed later in the report, is quite high.

The writers

	M	F	TOTAL	%W	%M
New	20	11	31	35	56
Existing	11	5	16	31	69
Total	31	16	47	34	66

As illustrated in the table, the Lusophone Service is unique in that of its 47 writers, 66% are men, a figure even higher among new recruits. Over the year, the service has recruited another 16 writers; new writers now comprise 34% of the service. The number of female opinion writers in Mozambique (existing writers and new writers) is still low.

This is because there are few female reporters in newsrooms and Mozambique generally does not have a culture of opinion writing.

In 2013, we hope to balance this by engaging female gender experts who have agreed to occasionally contribute to the service. They will be able to raise both the profile of the service as well as provide expert analysis on development issues from a gender perspective. The expert

writers will be role models for female reporters. The editor also aims to recruit more non-Mozambican writers. Angolan journalists approached say the fee is not attractive enough. However, the service needs to grow and therefore has to find other ways to encourage Angolan journalists to write. Writers who have joined the service, like Edgar Barroso, who won the Lusophone editor's award for the SADC Gender Protocol@Work summit, attest to the power of writing for the service.

Gender issues are public interest issues

By Edgar Barroso



"I have to thank the Gender Links Opinion and Commentary Service for the opportunity I was afforded to write. I just didn't read, but writing for this reputable organisation also gave my articles media exposure."

I got interested in the GL Lusophone Opinion and Commentary service after reading opinion pieces that had been republished in *The Net*. The articles touched on important social aspects of life, which as a social activist in Mozambique, I simply cannot ignore. I then participated in a GL capacity building workshop for journalists. After the training, Bayano Vally, the editor encouraged me to write. I took up the challenge and have been writing regularly since the training.

I've written various articles relating to gender and such issues as climate change, poverty and democracy. All the articles were published and received notable feedback from citizens especially on social media sites. Some of my articles have been published in the local weeklies, as well as being referenced in studies carried out by Mozambique's civil society organisations.

Writing for this reputable organisation has given my articles media exposure. I hope to continue to cover issues of public interest, which are in line with the philosophy of social, political and economic emancipation of underprivileged groups, specifically women and children."



Outreach

14 www.verdade.co.mz

Verdade

Democracia

28 Setembro 2012

Estão criadas as condições para uma nova revolução

Por ocasião do dia 25 de Setembro, o Parlamento Juvenil (PJ) tornou público um comunicado, no qual afirma que a determinação dos jovens que libertam o país "será sempre uma fonte de inspiração inesgotável". Porém, adverte que estão, cada vez mais, criadas as condições para que se desencadeie uma "nova revolução".

Tom Rêgo

O PJ é um movimento de advocacia de direitos e prioridades da juventude. A ideia do comunicado é, primeiro, saudar o dia em que "jovens ousados e valentes pugnam pela autoconsciência em prol do futuro mais sobre da nação moçambicana".

Conclui, apesar da experiência desses jovens que se levantaram contra a colonização, o PJ assegura que "com a mesma determinação patriótica sabemos lutar por um Moçambique livre da exclusão social, da corrupção e do autoritarismo político".

Efectivamente, a luta actual, de acordo com o comunicado do PJ, é pela consolidação da democracia e da liberdade de expressão. Por isso, dizem, é preciso lembrar as motivações da luta de libertação: "lutar para adquirir a liberdade e acabar com a exploração e a opressão que prevalecem sobre os moçambicanos há séculos", lê-se no documento.

Acordeante: "lutar porque queremos conquistar a independência e expulsar os colonizadores que viviam como milionários à custa da mais completa miséria do povo moçambicano".

A PJ adverte para o facto de que "não lutaram para serem os novos burgueses" e "para deixarem emergir uma nova classe de exploradores".

A curta A, também, um convite para que se evolvam os valores da luta da independência, os quais passaram por ter em mente "que os distinguem têm de ser os primeiros no sacrifício e os últimos no benefício. Os primeiros a avançar nos frentes mais difíceis, defendendo a soberania e o solo sagrado da nossa pátria". O PJ considera que "a história é escrita" da luta de libertação "está sendo colocada em ordem, ao mesmo tempo nos seus frentes defensores".

No final, surge as advertências, sendo que a primeira é que, antes de tudo, "é preciso lutar mais para o bem comum". Aí porque "o caminho que os jovens têm sido obrigados a trilhar, praticamente na indigência, é perigoso para o país".

De referir que, no entender do PJ, "há a política do colonizador que insuflou os jovens de 25 de Setembro de espírito patriótico e uma vontade firme de recuperar as rédeas do país e a soberania dos moçambicanos".

"O jovem, nos dias que correm, está à beira da saturação, sobretudo quando vê que os empresários propícios derivam dos laços consanguíneos alocados na nomeação", lê-se no documento.

Os jovens, dizem, sonham com um novo 25 de Setembro quando compreenderem que a luta foi justa, mas que a justiça não habita no coração de quem governa.

Vozes da Sociedade Civil

Dia de Pedido de Desculpa à Mulher

Rúven Covane*

As Nações Unidas têm datas especiais para promover determinadas causas a nível mundial. Uma rápida consulta à página da ONU sobre Dias Mundiais comprova este facto.

Segundo as Nações Unidas, a celebração dos dias mundiais visa chamar atenção ao mundo sobre certas preocupações políticas que os líderes mundiais assumem, e servir de momentos e oportunidades de reflexão e re-compromisso com a vontade dos povos.

Val da que uma consulta ao calendário da ONU sobre dias mundiais, ter constatado que não obstante haver dias que se referem sobre a situação da mulher, não há nenhum Dia Mundial de Pedido de Desculpa à Mulher. O meu plano é simples: um dia mundial no qual as mulheres pedissem perdão às mulheres por todas as vezes que as humilharam, magoaram, destruíram, etc.

Mas o pedido de desculpas tem que necessariamente vir apenas de homens que estivessem de facto envolvidos nos actos atentatórios à dignidade da mulher enquanto pessoa humana. Não faz sentido pedir desculpas a alguém que não fez nada de errado, e que no final do acto voltasse para casa para cometer novas atrocidades contra a sua mãe, irmã, namorada, esposa, entre outras.

Por exemplo, existe muita informação que dá conta de inúmeras situações onde os homens aparecem como perpetradores de abusos contra mulheres, começando pela violência baseada no género. Só em Moçambique, os dados estatísticos mais recentes produzidos pelo Instituto Nacional de Estatística indicam que 25% de mulheres foram vítimas de actos de violência física ou sexual por parte dos companheiros - os homens podem ser mais elevados do que as percentagens nos outros países porque nem todas as mulheres reportaram casos de violência.

Quando o Governo aprovou o Plano Nacional de Acção para a Prevenção e Combate à Violência Doméstica para o quadriénio 2008-2012, cujo objectivo era combater e acabar com a violência baseada no género, argumentou que "o fenómeno de violência contra a mulher atingiu proporções significativas, limitando de forma drástica as suas enormes potencialidades, na produção, educação e preservação da identidade e coesão da família, como o mais importante pilar que assegura a existência, manutenção e o desenvolvimento do país".

Portanto, acabar com a violência implicava que "todos os intervenientes devem concentrar a sua atenção na sua implementação, dedicando-se a questões relacionadas com determinados valores culturais e do padrão de socialização, que estabelecem que, acima de tudo, a mulher está para servir e satisfazer o homem, e a mesma tempo que ela deve obedecer ao homem. A necessidade de transformar estas mentalidades ao nível Comunitário, Distrital, Provincial e Central, constitui um desafio pois requer consenso, persistência e uma acção comum, e exige uma mudança de comportamentos".

Penso que um dia votado especialmente ao homem possa ajudar a conscientizar-se de que violar a mulher é um atentado à sua dignidade como pessoa humana. Ademais, esta seria uma oportunidade soberana para o próprio envolver-se na promoção da igualdade e equidade de género.

Mas também a nível psicológico seria talvez para o homem uma espécie de catarse. Acho que

More newspapers in Mozambique have agreed to publish GL Opinion and Commentary Service articles, which means that there is an opportunity for GL to continue raising the profile of the service. For instance, discussions have started with @Verdade which indicated that it would be interested in setting up a page for gender stories. We are also in the process of establishing a partnership with a weekly to have a page dedicated specifically to what the media perceive as gender issues.

In addition, the GL Lusophone Service is working with a television station to find the best way for them to do opinion and commentary stories using their particular medium. GL Mozambique is in discussion with a media partner organisation, IREX to explore whether their television expert can coach the television station's journalists to come up with strong gender sensitive opinion and commentary pieces.

We have contacted media outlets from the Portuguese-speaking world to get them to republish our articles. GL Mozambique is speaking to WLSA and Fórum Mulher so that they can use GL stories on their websites. The reason for viewing form instituted in 2013 will yield data for analysis later this year. The editor will record phone and verbal comments using the testimonial evidence back end form. In the meanwhile, the number of reads and comments on the website reflects growing engagement with the Lusophone service, as seen in the two examples below.

Generating debate on climate change

A story on the impact of climate change on agriculture (<http://www.genderlinks.org.za/article/mozambique-mudancas-climaticas-e-aco-humana-afectam-produo-agrcola-2012-06-01>) generated 248 reads. In it, Barroso visits an area where the local population practised subsistence farming and asked if they are aware of climate change and its impact. Below is a translated excerpt from the story:



Getting to grips with climate change during the Mozambique O and C training workshop.
Photo: Ruben Covane

"Joaquina Matusse, who looked to be 35 years old told me she had been ploughing the land since childhood. According to her, before MOZAL started operations, the area was fertile and relatively extensive, and everyone had some space to carry out agriculture work. However, the population has grown and the construction of MOZAL has taken up their space. Today they have problems in accessing more fertile land. Asked about the harvests they managed to obtain from their small piece of land, she was straight to the point: almost nothing."

An article by Gina Matapisse (<http://www.genderlinks.org.za/article/mozambique-plantas-medicinais-desaparecem-com-a-visibilidade-das-mudanas-climticas-2012-06-01>) on disappearing medicinal plants elicited 343 reads. She writes: "... Plants have for long been used in the treatment of various diseases. In Mozambique women use certain types of plants to treat various diseases that affect their children during growth, and knowledge of how to use such plants is passed from mother to daughters, and generally, these plants grow in yards or close-by... Recently I talked to a lady who goes to my church. She complained about constant stomach aches and said that some time back they were plants that cured such ailments she could have used but they had stopped growing. 'All the yards are empty and you can't see any medicinal plant', she said.

The majority of the Mozambican population use traditional medicine (the Health Ministry puts the figure at 75%) as there are only about 900 doctors to fend for a population of 23,000, 000. Commenting on the article Bêñção Joana said: "Thank you Gina for the article. It's explanatory. It shows clearly that climate change is here with us. It's time for everyone (the elderly with experience and scientists) to join efforts to build a knowledge bank on the issue so that we can be ready for adaptation and mitigation to climate change. Long live articles that alert us of things that we be dealt with at all levels."

Challenges

- Getting well-written, deep and thought-provoking articles.
- Getting more media outlets to pick up stories.
- Getting radio and television to produce opinion and commentary service broadcasts or programmes.

- Getting the media and journalists in Angola interested in the service.
- Cost recovery remains a challenge as the media are not prepared to pay for the articles. For example, the media in Mauritius only pay for news articles from news agencies like AFP, Reuters and from well-established newspapers like *Le Monde.fr* and *Times of India*.
- The media in Madagascar are not excited about gender issues. At the moment, they are more worried about the political crisis and the future elections. The Editor has to conduct some training so that journalists understand how to mainstream gender in elections and how the political crisis impact on women and men differently.
- In DRC, the media ask to get paid for publishing articles. The Service has struck a deal with *L'Observateur* because it had a contract for publishing a supplement for GL on Business Unusual in the past. Blandine Lusimana, a regular contributor for the French Service is an editor at the same thus GL's articles are published in that newspaper for free.
- Monitoring impact, since we cannot track all online articles and comments on each.

Next steps

- Making the service multi-media, especially introducing radio and audio-visual components.
- Strengthening the link between the O and C service and the Centres of Excellence for Gender in the Media.
- Intensifying efforts to get more media outlets on board.
- Getting non-traditional media organisations to republish articles on their websites.
- Reaching out to other countries in the Lusophone countries.
- Reaching out to more experts to write for the service.
- Work with broadcast journalists.
- Intensify country visits to recruit more writers (Tanzania, Botswana and Zambia) and establish relations with editors.
- Encourage debate on the articles that have been published by sharing them widely and asking provoking questions.
- Using social media to distribute articles widely.
- Making the commentary website page more interactive and exciting by going multimedia.
- Creating linkages for all three services.



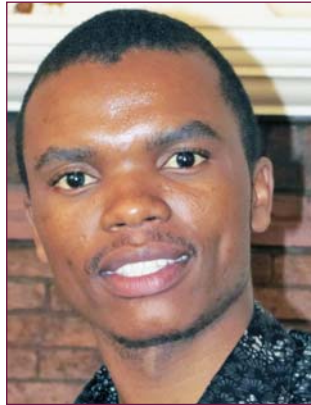
Radio Maria in Malawi is a Centre of Excellence for Gender in the Media.
Photo: Daud Kayisi

The Gender and Media Diversity Centre

By Saeanna Chingamuka ~ GMDC Manager



Saeanna Chingamuka ~ Manager



Daud Kayisi ~ Programme officer

Synopsis

The Gender and Media Diversity Centre (GMDC) turned five in March 2013. In the five years, the GMDC has evolved from a good idea to a strong network of institutions of higher learning offering journalism and media education and training and a repository of over 10000 unique resources on gender, media and diversity. The GMDC is a one-stop shop for gender activists; media activists; media academics; journalists; media students; the media; and national, regional and international organisations. Over the next year, the GMDC will become part of the overall GL media programme to ensure between the different target groups.

Objectives:

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

Governance

The GMDC held the tenth advisory group meeting in July 2012. Amongst other things, the meeting discussed how to mainstream gender in journalism and media curricula; assessment questions that can be used to measure knowledge, skills and attitudes; monitoring and evaluation tools for assessment; and action plans to for implementation from August 2012. Representatives from the Gender and Media Networks also attended the meeting to discuss ways of reviving gender and media activism in Botswana, Swaziland, Zambia, DRC, Mauritius, Madagascar, Seychelles and Tanzania. Seven networks BOMWA (Botswana); GEMSA (Zambia); UCOFEM (DRC); FPPE (Madagascar); GEM Plus (Seychelles), and MWO (Mauritius) signed Memoranda of Understanding (MOUs) with the GMDC. The two core groups that form the GMDC advisory group planned and implemented Sixteen Days of Activism activities together in November and December 2012. In total, 31 participants attended the meeting, 19 female and 12 male participants. The next GMDC Advisory Group meeting will be in April 2013 during the SADC Gender Protocol Summit.



Prof. Sheila Mmusi

Gender on my agenda!

My journey with Gender Links began in 2010 at the Highway Africa conference media educator's session. We debated various issues on media training, specifically, teaching theory and how to teach and incorporate practical work into media studies. The conference did not address gender in media training.

I have a passion for community radio and am the current chairperson of Radio TURF (campus radio station of the University of Limpopo) Board of Directors. I have served as the commissioner of the Board of National Community Radio Forum in the past. Through GL, I understand gender issues more deeply. In 2010, I facilitated media literacy training for community radio stations in the province as well the staff of the Department of Communication and Media Studies.

When we were doing our curriculum review at the university, we tried to ensure that our training programme had clear and well-defined gender components. We ensured that we

also integrate gender in assessments. University of Limpopo held a training workshop on how to mainstream gender in media studies courses. All our Honours courses now have a gender module. I ensure that in my sphere of influence I am committed to making people aware of gender. I am vocal on the importance of observing gender equality. At my university, everyone knows me for pushing gender equality. I am constantly reminding the council and other staff members to look at gender dynamics in policymaking, planning and implementation.

It is imperative to include gender mainstreaming in curriculum to improve media education. Gender mainstreaming is an important component in improving media training and ensuring that university graduates coming from our programme understand gender inequalities and report on inequalities that exist in societies when they become media representatives.

By Professor Sheila Mmusi, a Media Studies lecturer at the University of Limpopo's Communication and Information Studies Department. She teaches Community Media Management, New media and Technology, Broadcasting Policy and Media Law.

FACT FILE

Sub programmes	<ul style="list-style-type: none">• GMDC Governance• 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	Swa	Tan	Zam	Zim	Total	
	No		1	1	2		5	1	1	1	11	4		1	1	28	
No of beneficiaries and budget	MALE				FEMALE				TOTAL				BUDGET				
	367				447				814								
How rated by beneficiaries in evaluations - average scores	Content	Design	Documentation	Facilitation	Group work	Outputs	Outcomes	Learning	Networking	Admin							
	84%	85%	87%	86%	86%	79%	80%	85%	88%	82%							
Outputs	Policy briefs		Action plans		Books	DVDs	Articles		Training manuals		Media alerts and highlights		Photos				
	1		1		1	1	310		1		49		116				
Outreach	Website hits			Contacts generated			Media mentions			Other events attended			No of MOUs with partners				
	20932						48			2			9				
Outcomes	<ul style="list-style-type: none">• Creating a platform for institutions of higher learning to share best practices, experiences and solutions to challenges not just for lecturers but also for students for instance understanding sexual harassment as a form of gender based violence.• Sustainable approaches of mainstreaming gender into journalism and media curriculum• Better understanding of gender equality and changes in attitudes of students and media practitioners who have undergone gender and media literacy training.• Bridging the gap between academics and gender and media activists.• Strengthening institutional links among GMDC members.																
Main risks	<ul style="list-style-type: none">• Sustainability of GMDC, a unit that generates and distributes information whose impact is more long term than short term and is therefore difficult to measure in the short term.																
Lessons	<ul style="list-style-type: none">• The GMDC has operated as a unit within GL, it is important that the GMDC forms part of GL's broader media vision and become part of the GL media department. This will facilitate synergies between institutions of higher, media houses and journalists.																
Innovation	<ul style="list-style-type: none">• Using GMDC seminars to take the findings of GIME forward through engaging lecturers and students to discuss common institutional problems such as sexual harassment.																
How VFM is being realised	<ul style="list-style-type: none">• Increased synergy within GL programmes e.g. working with local councils, the media and institutions of higher learning during the 16 Days of activism in 2012.																

GMDC Advisory group as at December 2012

COUNTRY	ACADEMIC INSTITUTION	GENDER AND MEDIA NETWORKS	MEDIA NGOS
Botswana	University of Botswana	Botswana Media Women's Association (BOMWA)	
DRC		Union Congolaise des Femmes des Médias (UCOFEM)	
Kenya			African Woman and Child Feature Service
Lesotho	National University of Lesotho		
Mauritius		Mauritius Media Watch Organisation - GEMSA (MWO-GEMSA)	
Madagascar	University of Antananarivo	Fédération pour la Promotion Féminine et Enfantine (FPPE)	
Malawi	Malawi Institute of Journalism		
Mozambique	Eduardo Mondlane University		
Namibia	Polytechnic of Namibia		
Seychelles		Gender and Media Plus (GEM Plus)	
South Africa	University of Limpopo		
Tanzania		Gender and Media Southern Africa - Tanzania (GEMSA Tanzania)	
USA			International Women's Media Foundation
Zambia	Zambian Institute of Mass Communication (ZAMCOM)	Gender and Media Southern Africa - Zambia (GEMSA Zambia)	
Zimbabwe	National University of Science and Technology		African Fathers Initiative

In total, 19 institutions including media training institutions, gender and media networks and media NGOs have signed MOUs with the GMDC. Following the GMDC's success in ensuring that gender mainstreaming in the African Platform on Access to Information (APAI) in 2011, the Centre participated in the World Press Freedom Day celebrations in 2012 Tunisia. The United Nations Educational, Scientific and Cultural Organisation (UNESCO) and the Government of Tunisia jointly organised the three-day conference on the theme "New Voices: Media Freedom Helping to Transform Societies."

The Special Rapporteur on Freedom of Expression and Access to Information in the Africa Union, Commissioner Pansy Tlakula, Centre for Human Rights (University of Pretoria, South Africa) and UNESCO hosted a meeting entitled "Decriminalisation of Freedom of Expression in Africa" on 6 May 2012, also. The GMDC participated in this meeting to share knowledge on how decriminalisation laws affect women and provided a gender analysis of the draft model law on Access to Information in Africa.

Electronic and physical resources

Virtual and physical resource centre (VRC)

The VRC is an online resource centre that comprises the research database, clippings database and the media alerts and highlights.

Databases	End of 2011	Collected in 2012	Total
Media alerts and highlights	660	101	761
Research	579	269	848
Publications	1275	193	1468

The Centre uploaded 90 English and 11 French media alerts and highlights on its VRC database. The GMDC strengthened partnerships that exist with training institutions in the region training media students from Malawi Polytechnic (63 students), Malawi Institute of Journalism (25 students) and National University of Lesotho (16 students) on how to write media alerts and highlights.

Photo library and multimedia database

Currently there 8222 photos have been stored in the database. By December 2012, the GMDC had shortlisted 400 images from the database on all the SADC Gender Protocol themes for the photo e-shop. The images will be sold as part of the GMDC efforts to generate income.

The GMDC is now storing audio-video footage collected from the field into an audio visual archive called CAT DV. The footage is tagged (country, programme and theme), split and then used to create customised products. This is an innovative way of collecting evidence of the impact of GL's work in the field.

Seminars

The GMDC continued with the media freedom seminars in 2012. The academics who attended the Advisory Group discussed about gender and media freedom from their different countries. Some of them had the opportunity to go to the University of Pretoria through the GMDC to attend to listen to a public lecture by the Africa Union Special Rapporteur on Freedom of Expression and Access to Information, Advocate Pansy Faith Tlakula.

Seminar	Nature	Female	Male	Total
Mainstreaming or male streaming: Gender @ work in organisations	Regional (South Africa)	21	38	59
Half full or half empty? Gender gains and losses in the African Platform on Access to information	Regional (South Africa)	18	14	32
Youth leaders, HIV and AIDS	Regional	28	18	46
Women in Politics roundtable discussions	Regional	7	5	12
Gender and freedom of dressing in Malawi	Malawi	31	31	62
From 30%-50% Women in Local Government	Swaziland	42	26	68
Sexual harassment in institutions of higher learning	Lesotho	43	9	52
Sexual harassment in institutions of higher learning	Namibia	4	9	13
Sexual harassment in institutions of higher learning	Swaziland	35	15	50
Sexual harassment in institutions of higher learning	Malawi	18	20	38
Total		247	185	432

A total of 247 females and 185 males participated in all the seminars. The seminar on male streaming and main-streaming targeted participants from local government COEs. Participants discussed gender mainstreaming in the COEs, the challenges as well as sharing best practices on the subject. In February 2012, male street vendors in Malawi stripped women wearing short skirts and trousers. The GMDC took the opportunity to host a seminar at Malawi Polytechnic to discuss freedom of dressing in Malawi. During the Sixteen Days of Activism, the GMDC and nine academic institutions held seminars on sexual harassment. The outcome of these seminars in Lesotho is reported on in the Opinion and Commentary Service report.

Gender and Media Diversity Journal

The biannual *Southern Africa Gender and Media Diversity Journal* (GMDJ) provides media practitioners and owners, researchers, lecturers, student journalists, gender activists and those individuals and organisations working towards media diversity with a platform as well as information on the current debates on gender, media and diversity. The Journal brings theory and practice together.

In 2012, the GMDC produced a journal entitled *Gender, Popular Culture and Media Freedom*. Journal launches happened in Malawi, South Africa and Namibia. The tenth edition of the Journal covered included interesting perspec-

tives such as the negative stereotyping of women in hip-hop music and in adverts. An article entitled The “*bromance*” problem explores the changing gender dynamics between gay and heterosexual men as represented in popular cultural products.

Gender in media education

The GMDC strengthened its work with Journalism and Media Education and Training institutions in Southern Africa. GL in partnership with UNESCO through the International Programme for the Development of Communication (IPDC) engaged with institutions of higher learning to mainstream gender in media and journalism education and training curriculum. The project is a follow up to the Gender in Media Education (GIME) audit undertaken by Gender Links in 2010. The project aims to mainstream gender in journalism and media education and training curricula. The main objective is to build the capacity of institutions of higher learning in Southern Africa to mainstream gender in journalism and media education and training.

The GMDC hosted a six-month intervention with institutions of higher learning that included two workshops. The first workshop, 10-13 April 2012, covered gender content, practical exercises and planning. Participants from ten institutions of higher learning from six countries attended the workshop in Johannesburg, South Africa. They shared experiences and information about the current teaching and learning context for journalism and media education and training.

At the second workshop held from 23-27 July 2012 in Johannesburg, South Africa, the trainers discussed different approaches to mainstreaming using the GL media and local government manuals. Trainers discussed how to improve the modules and incorporate the modules in journalism and media education curricula, possible assessments and resources they can use from the Gender Links website to recommend to students to read. They came up with plan of actions that they started implementing in January 2013.

Country	Partner	Target	Time Frame	Participants			Examples of projects undertaken
				M	F	T	
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 Polytechnic	Media students	One day	33	28	61	Media alerts and highlights
South Africa	loveLife and GL junior staff	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; commentary pieces; “I” stories
Swaziland	Alliance of Mayors and Municipal Leaders on HIV/AIDS in Africa (AMICAALL)		Three days	5	10	15	“I” stories; 50/ 50 Campaign strategy; women in politics profiles
Swaziland	AMICAALL		Two days	7	40	47	Profiles of women in politics
Total				73	120	193	

The GMDC vision is to develop “citizens, women and men, who are empowered to engage critically with their media.” The gender and media literacy course has been applied and tested with various audiences in close collaboration with various GMDC partners. In total, 193 women and men, 62% women and 38% men benefitted from the gender and media literacy course in 2012. On 2 November 2012, Swaziland held local government elections. Before the elections, the GMDC trained AMICCAAL local government programme officers, journalists and women candidates on different aspects on gender in elections.

Challenges

The GMDC is an ICT driven project and the ICT culture in Southern Africa is still growing. Access to Internet in SADC countries except South Africa, Botswana and Mauritius is erratic. The ICT sector develops at a fast pace. Thus, 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. The GMDC also targets academic institutions to be in its advisory group. However, signing MOUs has been a challenge because of the bureaucratic nature of academic institutions. Where we have been persistent, we have

managed to sign the MOUs but it has taken so much time. The funding for the GMDC is ending in 2013. It will be difficult to sustain this venture if there is no further support.

Next steps

- Host an annual training of trainers, 12th Advisory Group meeting at the SADC Gender Protocol@Work summit.
- Market the resource centre to academic institutions around Johannesburg.
- Decentralising seminars to other countries.
- Taking up media alerts and complaints in the seven countries that have Gender and Media networks.
- Conducting seminars on the Post-2015 agenda, lobbying and advocacy seminars on the GBV indicators research.
- Training six interns, in GL country offices (Lesotho, Swaziland, Mauritius, Zambia, Zimbabwe and Namibia). The interns will start in January.
- Create short clips from the audio-video footage collected thus far for the different programme website pages. In addition, the GMDC will produce programme DVDs from the footage.
- Mobilise financial resources for the GMDC.

Gender Justice

By Mercilene Machisa ~ GBV Indicators Research Manager



Men marching to end gender violence in Gaborone, Botswana.

Photo: Courtesy Women's Affairs Division



Valencia Mogegeh, WAD Director

"Back home in Botswana, the findings have sparked an unprecedented engagement around the results as everyone has internalised the reality that VAW has reached unacceptable levels. Cabinet sent the Women's Affairs Department back to the drawing board to come up with baseline data for every district beyond the "narrow statistical sample" to better understand the dynamics of each locality that would inform future strategies.

In fact, the President of Botswana, Ian Khama has tasked everyone in the country to map the response that each current and prospective stakeholder would undertake as part of a multi-sector approach to addressing GBV as a response to the findings. The Women's Affairs Division (WAD) is setting the pace by taking the study to local level through local government structures working closely with the Centres of Excellence for gender mainstreaming in local government that Gender Links has established." Valencia Mogegeh, WAD Director speaking at CSW event in New York, March 2013

"The formulation of the Protocol on Gender and Development by SADC has proven to be an important step in the domestication of internationally agreed upon norms on VAW. In fact, the binding nature of this regional document is important for advocacy networks in the region and the SADC member states to hold their governments accountable to these agreements. The SADC Gender Protocol not only contributes to their domestication, but also to their implementation, as it specifies 28 targets and a timeframe within which these have to be reached." Anouka van Eerdewijk & Joni van de Sand in "The normative power of regional advocacy networks: framing Violence against Women in the SADC Protocol on Gender and Development."

FACT FILE

Programme	Justice									
Sub-programmes	GBV Indicators Research Project									
No of events during the year	Zimbabwe	Zambia	South Africa	Namibia	Mauritius	Botswana	Total			
	11	1	6	6	2	3	29			
No of participants	MALE				FEMALE			TOTAL		
	179				470			649		
How rated by partners in evaluations - average scores	Content	Design	Documen- tation	Facilitation	Group work	Output	Outcome	Learning	Networking	Admin
	88.2%	88.2%	86.9%	86.9%	86.1%	85.8%	83.4%	85.1%	85.3%	82.9%
Outputs	Reports		Policy briefs		Action Plans		Books	Fact sheets		Pamphlets/Posters
	16		2		0		2	10		5
Outreach	Website hits (Justice)		Contacts generated			Media mentions		Other events attended		No of MOUs with partners
	58 077					76				1
Outcomes - summarise	Contribution to the SADC Gender Protocol target of halving gender violence by 2015 through a comprehensive set of indicators tested in three countries, illustrated through personal accounts.									
Main risks	<ul style="list-style-type: none">• Partnerships dynamics can have negative impact on project success.• Implementation costs of conducting research can creep if not capped.• Lack of or poor buy-in by government officials has implications for advocacy and the outcome of strengthening national and local action plans to end GBV• Wide expression of interest from new countries implies taking on more work than planned initially									
Lessons	<ul style="list-style-type: none">• Political buy-in is essential for project implementation and follow up processes.									
Innovation	<ul style="list-style-type: none">• Sampling that allows for national and district level disaggregation in Limpopo, Zimbabwe and Lesotho• Use of PDAs for data collection• Use of the dropbox system for quality assurance and monitoring purposes.• Remote support to field staff through team viewer									
How VFM is being realised	VFM is being achieved through partnerships. Human resources for the survey are mainly partner employees and human costs are only allowances.									



Children saying no to GBV during the 16 Days march in Otavi, Namibia.

Photo: Laurentia Colley



Mercilene Machisa ~
GBV Indicators Research Manager



Linda Musariri - Programme
officer

Synopsis

This report covers the gender justice portfolio of GL's work. This has evolved from an initial focus on campaigns and advocacy centring on the Sixteen Days of Activism, to working with governments on National Action Plans to End Gender Violence, to ground-breaking work in measuring GBV. The GL justice and governance portfolio intersect closely. GL has sought to cascade national action plans for ending GBV to local action plans. The GBV indicators research is also being cascaded to the local level, so that it can be used to measure progress in ending

gender violence. GL has just embarked on a project for the economic empowerment of survivors of GBV at the local level. This project seeks to explore the links between economic empowering and ending gender violence. These dimensions of the programme are covered in the next section (governance). This report focuses primarily on the GBV indicators research, now at various stages of implementation in six SADC countries - South Africa, Mauritius, Botswana, Zimbabwe, Zambia and Lesotho.

Objectives:

The GBV Indicators Research Project seeks to provide baseline data of GBV across countries to be used to monitor and evaluate the efforts of governments and civil society to halve the current levels of GBV by 2015, as provided in the SADC Gender and Development protocol signed in 2008. In addition to being a key benchmarking tool, the indicators project will help to strengthen the argument for areas for improvement in GBV response, support and prevention. As part of this programme, GL works with survivors of gender violence (see example below) to tell their own stories in their own words. These lived experiences <http://www.genderlinks.org.za/page/i-stories> form the essential backdrop to the research and advocacy that we conduct.

The human face of GBV



In Zimbabwe, GL worked with the Musasa project to gather first-hand accounts of GBV as In a powerful account of the "I Stories" or first-hand accounts of gender violence Musasa Director Netty Musanhu recounted the heart wrenching tales of women who believe that being battered is part of social acceptance. "The idea that this affects only a minority of

women is a myth," she said. "Another common myth is that only physical violence has wounds." The GBV indicators research being undertaken by Gender Links (GL), the gender ministry and Musasa shows that the highest form of violence in all Southern African countries is emotional violence: "this can be worse than physical violence," Musanhu said. Below is one example of the stories gathered:

"My name is Thokozile. My first husband was a soldier named Joe. When we got married we went to his rural home for two months, as he was on leave. Joe went back to Harare when his leave was over, and I was left at the rural home with my mother-in-law, brother-in-law and aunt.

Joe had been married before, but the marriage had failed because they were unable to have children. The ex-wife told me she had become pregnant by another man in retaliation for ill treatment by the in-laws.

Through that, my husband's relatives concluded it was their son who was infertile. After one month Joe came back to take me to the city, but his mother refused to let

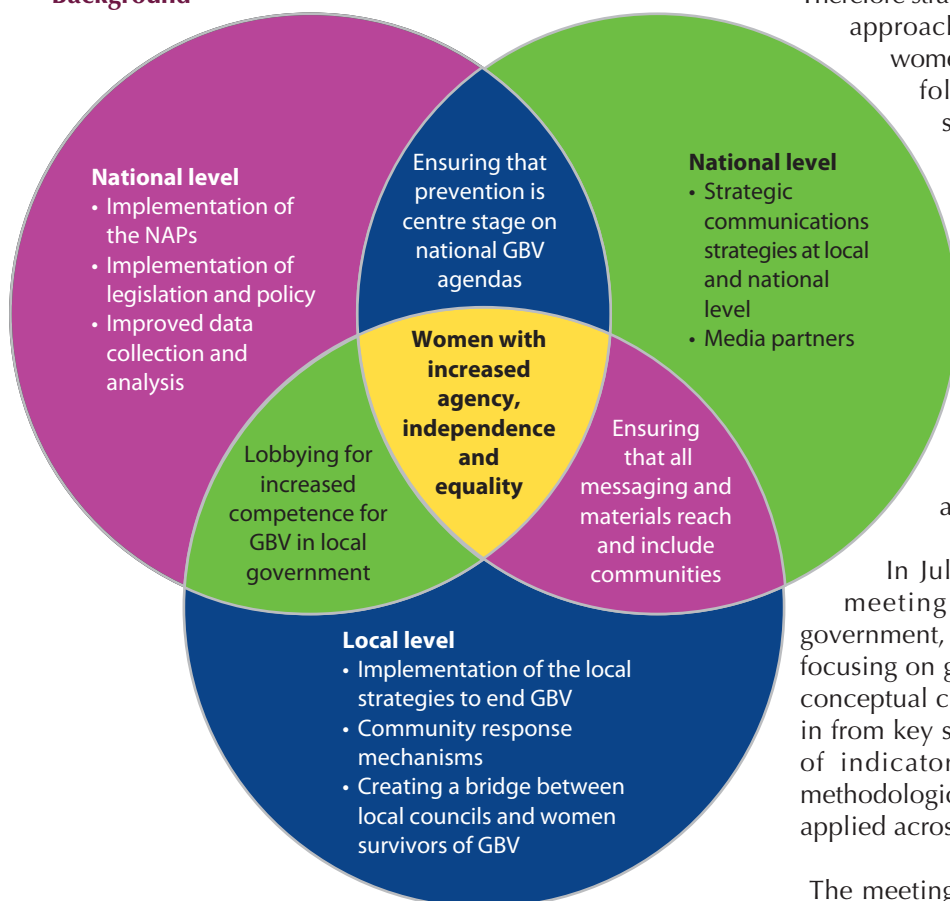
me go. I desperately wanted to go with my husband, but there was nothing I could do. I didn't know that my in-laws had an immoral plan. My mother-in-law continually found an excuse to send me to my brother-in-law's bedroom. The plan was for me to sleep with my husband's brother in order to conceive.

My in-laws also ensured that the brother helped me in all household chores, even fetching firewood. When in his room, the brother-in-law fondled my breasts and buttocks. I complained to my aunt, and she said my brother-in-law had every right to act that way, because it was our African way of life. My mother-in-law also supported this. One day I beat my brother-in-law on the mouth when he tried to rape me. He threatened to beat me up, and I ran away to seek refuge at their grandfather's place. My mother-in-law came to fetch me, as I was afraid to go back. She told me to sleep with my brother-in-law to have children.

When I refused, she vowed to make my life a living hell. She gave me loads of household chores, which were unbearable, and she did not give me food. Relief came when my husband came to fetch me. I had lost a lot of weight and he asked me what had caused this, but I couldn't tell him.

Thankfully, I fell pregnant when I returned to Harare. I asked my husband why he had failed to have kids with his first wife, then for a long time with me, and he said his mother had bewitched him so she could continue controlling him financially without the burden of children. So my mother-in-law became my sworn enemy. I am grateful my baby is a carbon copy of her father to erase any doubts. My mother-in-law thought I was the one who had reversed the effects of her potion. (* Not her real name; this is one of a series of "I" Stories in Zimbabwe.)

Background



GL has been working in the gender justice arena for the last eleven years, using the Sixteen Days of Activism on Violence against Women as a platform for training activists in the SADC region in strategic communications. These campaigns led to inevitable questions about the sustainability of such campaigns beyond the Sixteen Days. In 2006, GL began working with nine countries in the SADC region to extend the Sixteen Days to a 365 Day National Action Plan strategy to end gender violence. In 2006, GL began working with nine countries in the SADC region to extend the Sixteen Days to a 365 Day National Action Plan strategy to end gender violence.

Developing action plans inevitably led to the need for reliable baseline data, targets and indicators for measuring progress in an arena where most violence is under-reported or not reported at all, leaving administrative data as an unreliable source of information. To measure the efficacy of both government and civil society programmes, there was need to have baseline data on the extent and effects of GBV, as well as the manner in which governments and civil support organisations respond to GBV.

Therefore strategies to address GBV require a multi-pronged approach that ultimately contributes to increasing women's agency, equality and independence. The following graphic shows how the different stakeholders contribute to building women's capacity in all these areas.

Drawing on the 2007 UN Expert Group Report on developing indicators for measuring GBV, some preliminary work began in earnest in Southern Africa through an initiative supported by UN Trust Fund and spearheaded by GL. The key players included representatives from government (i.e. gender, justice, health, police, and prosecuting authority), research institutes and NGOs working on gender justice issues.

In July 2008, GL convened a reference group meeting comprising 16 representatives from government, research organisations and regional NGOs focusing on gender violence. This meeting sought to get conceptual clarity on what is required as well as get buy in from key stakeholders on developing a composite set of indicators to measure gender violence that is methodologically solid; pre-tested and can eventually be applied across the region.

The meeting resulted in key conceptual decisions that have since informed the design of this research. Overall, the team emphasised the need to test a draft set of indicators in a pilot project at local level before these are cascaded nationally and regionally. This study would gradually build support and buy-in for a comprehensive set of indicators that provides meaningful and nuanced measures of progress or regression.



Relationship study Researcher administering a questionnaire during the Zimbabwe Relationship study survey in Mashonaland West province. Photo: Gender Links

Unique features of the project

Unlike previous research that focused on a few aspects of GBV, the set of indicators developed seeks to measure:

- The extent of the problem (what uniform administrative and survey data could be obtained across all SADC countries).
- The social and economic effects of GBV.

- Response and support interventions as measured by the multi stakeholder National Action Plans to End Gender Violence based on the SADC Protocol on Gender and Development.
- Prevention interventions that underscore the importance of a paradigm shift towards prevention rather than focus primarily on response.

The main tool is a prevalence/attitude/costing survey covering a representative sample of women and men making use of PDA's, or palm held computers that are self-administered or administered through an interviewer. 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. Triangulation of findings from all the methods helps to verify and strengthen the findings, as well as provide key insights for policy-making and action planning.

Since 2010, GL in partnership with government and local civil society partners conducted this research in Botswana, Mauritius, Zimbabwe, South African Provinces of Gauteng, Western Cape, Kwazulu Natal and Limpopo; and Zambian districts of Kasama, Kitwe, Mansa and Mazabuka. The

research has provided evidence for the adoption and strengthening of National Action Plans to End Gender Violence (NAP) in the five countries. As GL cascades the indicators to other countries, the plan is to conduct the research at local level with the Centre's of Excellence (COE's) that we are working with and to aggregate these results into a national survey. The project with a local level approach is on-going in Lesotho and will be conducted in Zambia at national level before the end of the year.

Participants in the GBV Indicators research survey by country			
SITE	FEMALE	MALE	TOTAL
Botswana	639	590	1229
Mauritius	679	678	1357
Four districts of Zambia	578	719	1297
Four provinces of South Africa	2800	2821	5621
Zimbabwe	3326	3274	6600
Total	8022	8082	16104

Delivery - activities and inputs

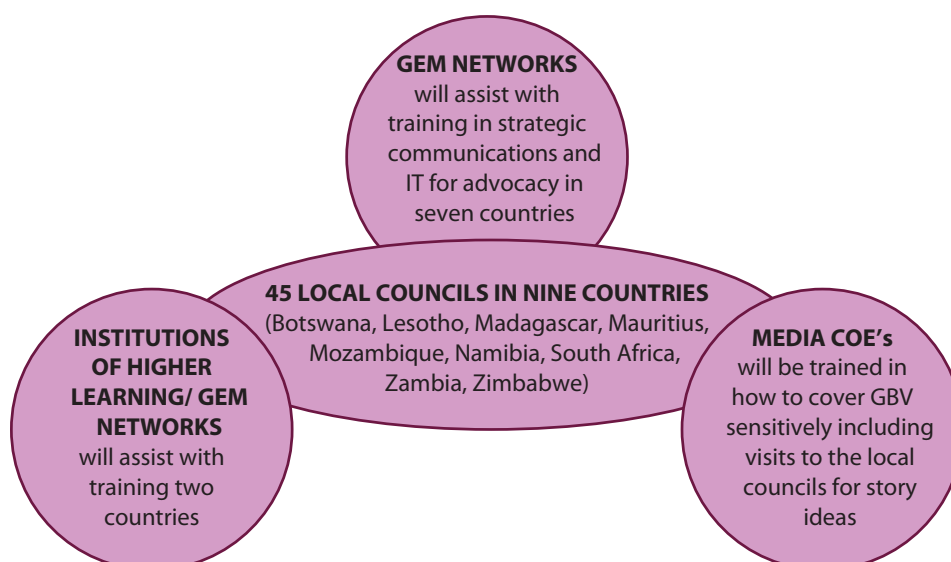
Activities	Inputs
Meetings to obtain political buy-in at local and national levels.	<ul style="list-style-type: none"> • Documentation - concept notes, briefing documents, questionnaires, administrative forms • Human Resources - field researchers, project staff, consultants • Equipment - PDAs, computers and modems • Internet • Transport - ground fieldwork travel and hired cars, flights • Financial resources- procurement, subsistence, wages, administration, conferencing
Survey activities:	
• Tool refinement	
• Sampling	
• Translation	
• Training of researchers	
• Community mobilisation	
• Fieldwork planning	
• Data collection	
• Data synchronisation	
• Data management	
• Data analysis	
Collection of first-hand accounts of violence - the "I" stories workshops	
Desktop research	
Collection and interrogation of administrative data	
Political discourse analysis	
• Collection of speeches	
• Creation of databases	
• Data entry and capturing	
• Data analysis	
Media monitoring	
Research Report writing and editing	
Research Report publishing	



Sixteen Days of Activism

In 2012, GL focused on bringing together its media local government COE's. Stages 7 and 8 of the local government COE process involves campaign training; this is often applied to the Sixteen Day

campaign. As part of stage 7 of training for the media in the media COE process, GL exposes journalists to real issues. Covering work at the local level is eye opening for media practitioners. GL also works closely with gender and media networks in a number of countries. The campaign focused on the five councils that will pilot the entrepreneurship training for survivors of gender dialogues. All partners came together in daily cyber dialogues in four major languages.



Targets

The prevalence and attitudes survey is based on a random and representative sample of the populations to allow for statistical inference and to be able to generalise. As a result the women and men of all socio-economic status have equal chance of participating. The sampling also ensures geographical coverage of all areas including even the remote areas. The "I" stories are collected in collaboration with both the rural and local councils. Rural women have thus participated and shared their stories in South Africa, Zimbabwe, Botswana and Lesotho. The Sixteen Days focused on communities and the media through GL's COEs.

Outputs

Botswana: One final research report per studied location: Credible data available on the extent, drivers, effects, response, support and prevention. GL and the Women's Affairs Department (WAD) launched the Botswana research report on 29 March 2012. GL and WAD are using the findings to raise awareness and sensitise communities about GBV: <http://www.genderlinks.org.za/article/the-gender-based-violence-indicators-study-botswana-2012-03-28>.

Mauritius: One final research report per studied location: Credible data available on the extent, drivers, effects, response, support and prevention. GL launched the Mauritius research report on 25 November 2012 at an event graced by Ministers of Gender, Health, and other high level delegates. GL produced radio programmes based on the findings which are being used for advocacy purposes: <http://www.genderlinks.org.za/article/warhome---mauritius-country-report-2012-11-16>.

Zimbabwe: One final research report per studied location: Credible data available on the extent, drivers, effects, response, support and prevention. GL completed the

Zimbabwe research and drafted a research report. GL produced a pamphlet based on the Zimbabwean findings. The Zimbabwe report will be launched in May 2013. GL collected stories from women and has published them on the GL website: <http://www.genderlinks.org.za/article/zimbabwe-i-did-not-let-it-happen-again-2012-12-06>

Zambia: One final research report per studied location: Credible data available on the extent, drivers, effects, response, support and prevention. GL completed the research in Zambia's four districts and drafted a research report.

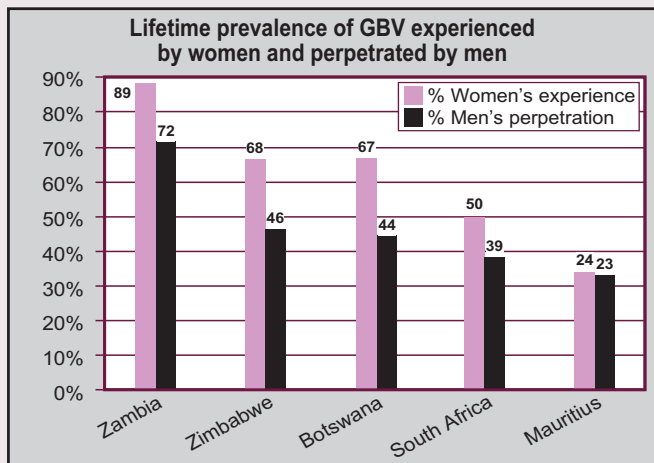
South Africa: Provinces of Western Cape, Limpopo and KwaZulu Natal; One final research report per studied location: Credible data available on the extent, drivers, effects, response, support and prevention. GL completed the research in South Africa's three provinces and is drafting research reports. GL produced pamphlets from the findings in the provinces: <http://www.genderlinks.org.za/article/the-warhome-findings-of-the-gbv-prevalence-study-in-south-africa-2012-11-25>. GL collected stories from women and has published them on the GL website: <http://www.genderlinks.org.za/article/support-through-trauma-2012-11-27>.

Lesotho: Personal first-hand accounts of GBV experience. GL collected stories from women and has published them on the GL website: <http://www.genderlinks.org.za/article/lesotho-raped-by-a-ruthless-man-2012-11-29>.

Regional: Credible data available on the extent, drivers, effects, response, support and prevention across the region GL has compiled an overview pamphlet highlighting the key findings from the five countries where the research has been conducted: <http://www.genderlinks.org.za/article/gbv-indicators-research-project-key-findings-in-5-countries-2013-03-08>

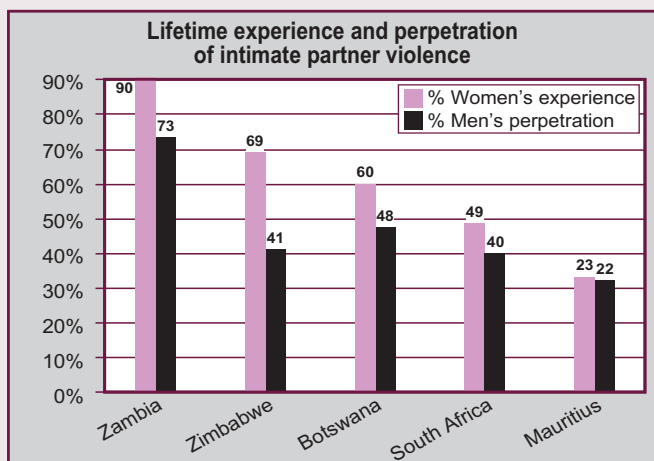


Key findings of the GBV Indicators research in the five countries

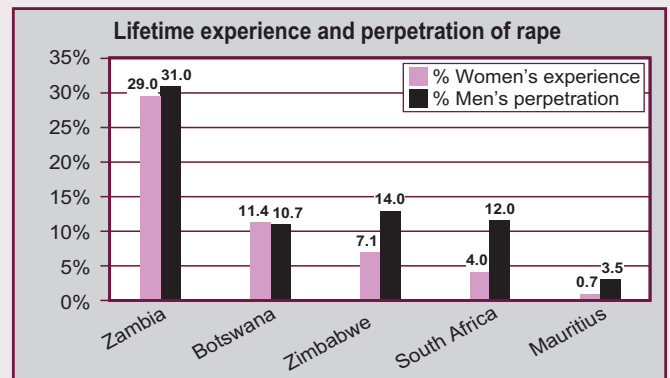


High levels of underreporting of GBV to police

The studies found that 89% of women in Zambia's four districts of Kitwe, Mansa, Kasama and Mazabuka; 68% of women in Zimbabwe, 67% of women in Botswana; 50% of women in South Africa's Gauteng, Western Cape; Kwazulu Natal and Limpopo provinces; and 24% of women in Mauritius have experienced GBV. A higher proportion of women compared to men reported experience in all five countries.

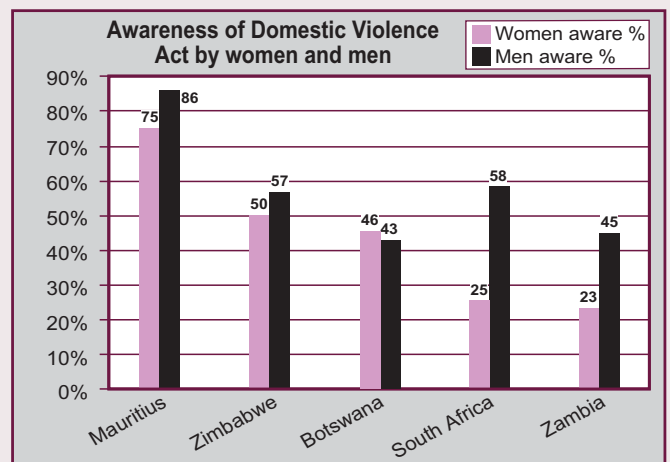


The most predominant form of GBV experienced by women and perpetrated by men occurs in the five countries occurs within intimate partnerships. 90% of women in Zambia, 69% of women in Zimbabwe, 60% of women in Botswana, 49% of women in four South African provinces, and 23% of women in Mauritius reported experiencing intimate partner violence (IPV) in their lifetime. Interestingly, the most common form of IPV in the three countries is emotional violence - a form usually not addressed in police statistics.



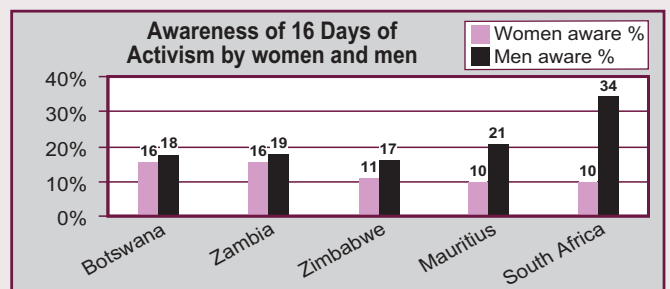
Women also suffer from GBV perpetrated by strangers.

29% of women in Zambia's four districts, 7% of women in Zimbabwe, 4% of women in South Africa's four provinces and 0.7% of women in Mauritius reported experiencing non partner rape in their lifetime. The proportion of men reporting rape perpetration in the five countries is significantly higher than the proportion of women reporting experience.



Women and men are relatively aware of Domestic Violence Acts in their countries.

Except for Botswana, men are more aware of the Domestic Violence Acts in their country than women. Three quarters (75%) of women in Mauritius, 50% of women in Zimbabwe, 46% of women in Botswana, 25% of women in South Africa's four provinces and 23% of women in Zambia were aware of their country's Domestic Violence Act. These findings speak to the need for greater efforts in raising public awareness of the Domestic Violence Acts across the region.



Need for more concerted efforts to raise public awareness and prevent GBV. Knowledge of 16 Days campaign

The majority of women and men in all the five countries were relatively unaware of the Sixteen Days of Activism Campaign. Unique to all countries is that a greater proportion of men are more aware of the campaign than women.

Outreach

Regional and international forum were the GBV methodology and findings were shared include:

- The SADC Regional GBV Strategy Meeting held in Johannesburg in March 2012
- The SADC meeting in preparation for CSW 57 held in Maputo in February 2013
- The Methodological Workshop to measure the socio-economic costs of VAWG held in Addis Ababa in February 2013
- CSW 57 events held in New York during March 2013

Media: Press releases and briefing are issued at the launch of each report or materials. Dissemination of findings have also been conducted in Mauritius through radio-spots. GL also responds to media queries and makes comments around GBV in the media. This also includes responding to radio and TV interviews.

New Media: GL has been using cyber-dialogues to stimulate discussions around the findings during the sixteen days of activism.

Website: The GBV Indicators project has pages on the organisational website which is regularly updated and new related articles are uploaded. This section of the website received over 58,000 hits during the period under review.

Publications: GL publishes a research report for each research site. GL staff also write opinion and commentary pieces that are based on the findings. The commentary pieces are sent to the GL listserve through the Opinion and Commentary service. Some commentaries are picked up and republished by the media.

Reaching in, reaching out in Mauritius



Brian Glover, the Chairperson of the Equal Opportunities Commission, Loga Virahsawmy, Director of Gender Links Mauritius, Denis Ithier, Director of La Sentinelle and Hon Mireille Martin, Minister of Gender Equality, Child Development and Family Welfare. Photo: Gender Links

The launch and advocacy that surrounded the War@Home report in Mauritius in November 2012 offers insight into how GL's research and advocacy tools work together for gender justice, as well as how GL programmes work together.

The report found that about a quarter (24%) of women in Mauritius have experienced some form of gender-based violence in their lifetime including partner and non-partner violence. An almost similar proportion of men (23%) admit to perpetrating violence

"During a Cabinet Meeting the Prime Minister has given instructions for all his Ministers to support the report. It is not laws that will change mentalities and attitudes. You can count on the Prime Minister and all Ministers to help combat GBV"

Hon. Lormus Bundhoo

against women in their lifetime. One in twenty-five women (4%) experienced gender-based violence and a similar proportion of men (4%) perpetrated gender violence in the 12 months before the survey.

GL launched the report at a high level "accountability forum" with over 70 guests, ministers (charged by the Prime Minister with taking the report forward) and survivors of violence. GL followed the launch with seven daily community meetings to review each chapter of the report hosted by the local government COEs across the island. Participants then joined cyber dialogues in creole in which they could discuss their thoughts. To add to the multi-media mix, the MBC (a GL Media COE) hosted daily radio talk shows.

GL Francophone Director, Loga Virahsawmy declared at the launch: "The report also shows that we live very much in a patriarchal society with the gender attitudes not changing, sexual entitlement of men over women and the negative attitudes of both women and men on rape."

Mireille Martin, Minister of Gender Equality, Child Development and Family Welfare, Shakeel Mohamed, Minister of Labour and Industrial Relations, Lormus Bundhoo, Minister of Health and Quality of Life, Brian Glover, Chairperson of the Equal Opportunity Commission and Mr Denis, Director General of La Sentinelle Group responded to the findings.

Mauritian leaders respond to the War@Home

"I am speaking as a father, a husband, a Minister and the Secretary General of the Labour Party and I find it unacceptable that 51% of our population goes through violence. I come from a family of five boys and one girl who is the youngest. Each year my father sold a plot of land to send his son abroad for studies. I ask myself the question if he would have done the same if there were five girls and one boy. All sacred books condemns

discrimination so why are we discriminating women. It is painful to read the statistics of the research and the health consequences associated with GBV." *Lormus Bundhoo, Minister of Health and Quality of Life.*

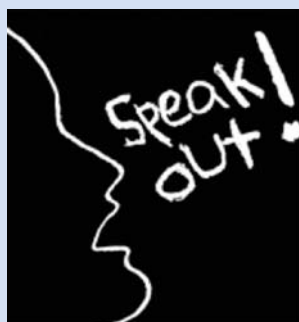
"Mauritius is a rotten society where Mauritians believe they know everything and spend their time in gossiping instead of helping each other. I am ashamed of this report as it points a finger at Mauritius." He said he is not surprised

that 6.3% women said they have known sexual harassment at work. "In fact the figure must be multiplied by 10. Mauritian women do not know their rights."

The Minister of Labour and Industrial Relations, Hon. Shakeel Mohamed.

"The media has a multiple role. It should inform with the objective of preventing, a difficult task as reporting should go beyond just reporting. The 2% coverage by the media of GBV is shocking and unbecoming of a country where awareness for such issues depends for most part on the media. We media people should be determined to be as fierce, fearless and more gender-aware concerning this sensitive issue of GBV."

The Director General of La Sentinelle Denis Ithier

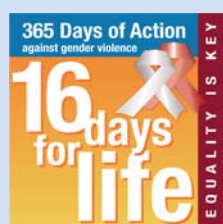


"Unfortunately emotional violence is not recognised by the authorities. As soon as a Protection Order has not been violated and the woman wants to put a complaint, the police refuse to take the complaint saying that it is a civil affair. The police is not the only ones to be blamed but lots of people in position of power wash their hands."

Brian Glover, Chairperson of the Equal Opportunity Commission

"But it is for survivors to come forward and denounce the perpetrators. My Ministry will not be able to help if the survivors do not go to the police. Before highlighting the sensitisation campaigns must target at everybody, adults and the young. "There must be a collective effort to change mentalities."

Mireille Martin, Minister of Gender Equality, Child Development and Family Welfare.



During a visit to Mauritius by the GL CEO Colleen Lowe Morna in October 2013, the District Council of Grand Port Savanne officially launched a Gender Links Section in their Library. The CEO proposed that librarians of local councils anchor cyber dialogues in Mauritius during the Sixteen Days of Activism campaign focusing on the findings of War@Home - Gender Based Violence Study - Mauritius Country Report. All nine municipal councils of Mauritius joined the campaign.

The MBC forms part of the Centre of Excellence Process to ensure that by 2015 there are at least 50% women's sources in news content. The MBC has signed a Memo-

randum of Understanding (MOU) with Gender Links agreeing to the COE Process. The MBC is the first media enterprise in the region that has a daily editorial on the SADC Protocol on Gender and Development even though Mauritius has not yet signed the Protocol.

The Francophone Director, Loga Virahsawmy had several meetings with the Director of Radio of the MBC to devise a special six day programme with the participation of auditors on the different chapters of War@Home. MBC Radio agreed to give Gender Links one hour from 11.00 to 12.00 on 30th November and from 3rd to 7th December 2012 to talk about the report but also giving the chance to auditors and localities to respond through radio and cyber dialogues.

Outcomes - results

Articles 20 to 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 (NAPs) in all SADC countries. GL has worked with governments, civil society and other stakeholders to develop NAPs in ten countries including Botswana, Mauritius, Zambia, Lesotho and South Africa. The major challenge in most countries is that plans that have been developed have remained national policy documents without filtering to other levels, particularly local communities. GL is adding value through the following:

Conducting research, data collection and analysis: Until the piloting of the GBV indicators project, these plans also lacked effective ways of establishing baseline data and tracking progress. In line with the arenas for action identified in the UN Secretary General's UNITE to End GBV Campaign, GL has developed and tested a comprehensive set of indicators to measure extent, effect, response and prevention campaigns to end GBV that can be applied for the rest of SADC. Through the GBV Indicators projects GL is engaging regional, national and local actors to strengthen efforts to address GBV. GL has been invited by the SADC Gender Unit and United Nations Economic Commission to gain a platform of sharing the learning from the project

with actors from the region and the continent. Engagement with SADC GU and UNECA has led to high level commitments on addressing GBV by governments and led to the adoption of best practices. Initially the research was conducted in three countries, now three more countries have come on board.

Supporting implementation of multisectoral policies and national action plans

At national level, data from the GBV Indicators research is being used to strengthen the implementation of National Action Plans for ending Gender Violence (NAPS). GL works with the national GBV task teams responsible for spearheading the implementation of the NAPs in the selected countries. The task teams are multi-sectoral including both government departments and civil society.

In South Africa GL is a member of the National GBV council and in Mauritius GL is a member of the National Platform on ending GBV. In Botswana, Zimbabwe and Zambia, GL has collaborated with the ministries responsible for the co-ordination and implementation of the NAPs. It is important for the ministries to understand the GBV Indicators research methodology and own the findings which have implications in terms of GBV programming.

GL therefore continues to lobby the ministries to use the GBV Indicators in reviews and subsequent amends to the

existing NAPS are only possible in collaboration with the national task teams. GL is also advocating for the ministries and task teams to adopt the GBV Indicators, repeat similar research and take responsibility for monitoring efforts to reduce gender violence using the findings from GL led research as a baseline.

Lobbying for resources/gender-responsive budgeting for addressing violence against women

The ministries are responsible for providing overall leadership in efforts to reduce GBV at government level and allocating resources for GBV. GL is also advocating for ministries to renew their commitment to allocate resources for NAP implementation. GL has called on the ministries to ensure a budget for the implementation of the revised NAPS. The national task teams should ensure the adoption and effective implementation of NAPS.

Enhancing capacities at local level

GL is working with local government councils in the SADC countries training councillors to mainstream gender in local government. One of the modules in the eight stage training is on strategies to address GBV. Currently the GBV research has been cascaded to district level in Zimbabwe, Zambia and Lesotho. The cascading model to local level will allow for the review and strengthening of the implementation of local action plans to end gender violence.

Civil Society strengthening

Civil society organisations have shown commitment to assist governments in implementing the NAPS while at the same ensuring that they hold government accountable for delivery. GL has partnered with CSOs in all six countries particularly around the collection of first accounts of violence. Through the partnerships GL has shared its strength of good monitoring and evaluation systems including measuring gender attitude which partners can use to strengthen their own programmes.

Changing lives: Through its gender justice programme GL is recruiting drivers of change at several levels, as illustrated in the following example:



"I was so happy that when Gender Links asked for my contribution for the "Take Back the Night March" I did not hesitate one second and I took 50 young people with me. We all marched in the streets of Curepipe. I was the loudest one as I had the megaphone in my hand and I was chanting slogans of "Stop violence" "Replace violence with respect" "Stop beating, burning and killing." Women, men and children were repeating after me. It really made my day. I really felt I was contributing to stop violence against women." - Marie Lepredour, Curepipe, Mauritius

Challenges and opportunities

- ***Lack of government funding and financial commitment for GBV research:*** GL has had to mobilise substantial financial resources for project implementation while in most cases government has brought political will. For example GL has had to mobilise the full costs of the research in South Africa, Zimbabwe, Mauritius and Lesotho. This has provided opportunity for personnel development in the area of fundraising and financial planning with appreciation to value for money principles. Another example is from the implementation of the Zimbabwe project GL had to approach two donors for funds at the initial stage and when unanticipated costs arose, had to request for additional funding. GL has also had to think around how to run the project more efficiently and for cost-effective means of executing activities. During the research in Zimbabwe, Lesotho and Mauritius for example GL has trained staff from partnering government departments or research institutions instead of hiring survey companies. This is a cost-effective solution in that GL avoids some project management costs but at the same time can build capacity and transfer skills.
- ***Lobbying governments to adopt the indicators and repeat the studies in five years:*** This has led GL to rethink its partnerships with government and revise the structure of memoranda of agreement so that they are broader and longer term to allow for follow up processes. The memoranda also state the commitment of the government concerned to adopting the indicators. GL has also had to take a more serious approach to engaging the Ministries of Gender. Several meetings were held where methodology was shared and discussions started on the need for governments to adopt the indicators. GL also continues to leverage from its stronger partnerships with Ministries of local government in lobbying the Ministries of Gender.
- ***Generally administrative data relating to GBV services and political speeches are not centrally located within the departments:*** So when headquarters were approached to request data, GL is referred to the provincial level or stations for the data. This is a major challenge and a recommendation from the research has been that countries need to create centralised portals for GBV or domestic violence. The different service providers should then be required to provide data on a regular basis. Another proposed recommendation from GL, has been that there is need for GBV surveillance and referral systems in all the countries where the research has been conducted so far.

Next steps

- Launch of research reports in Zimbabwe, Limpopo, KwaZulu Natal and Western Cape.
- Conducting national studies in Lesotho and Zambia. Launch of research reports.
- Development of a regional and national advocacy strategy papers.
- Launch of national and local level advocacy campaigns based on the Indicators research.
- Compilation of an Indicators "how to" publication.

Gender and Governance

By Sifiso Dube ~ Governance Manager



Faith Manana and Mbabane ward 1 election nominee, Gabsile Siyaya-Mamba - Ezulwini, Swaziland.

Photo: Thandokuhle Dlamini



Anna Murigwa, Rusape, Zimbabwe

"The most memorable moment in my journey with Gender Links is when I won a commendation award the regional GJLGS in South Africa in 2011. The recognition made me feel that the struggles I go through to transform the council and ensure that gender is considered throughout all the work of the local authority is worth it. Receiving the commendation award gave me confidence, not only in my work but also in other areas of my life, because I realised that if I could get one thing right, then I could get many other things in my life right." *Anna Murigwa, Rusape, Zimbabwe*

"We knew GL was doing good work in gender and local governance but reading the case study makes one appreciate your interventions even more. A number of factors make your experience very valuable as a learning for policy makers and others. Linking the SADC Protocol to your work at the local level clearly demonstrates how the gap between international commitments and actions at national level could be overcome. The fact that you are bringing the Protocol down to the first level of public administration is commendable. We also appreciate that the case study highlights your programming approach which is evidence based, multi-pronged and with very clear intentions and strategy to meet women's strategic needs." *Ngoné DIOP, Chief Gender Equality and Women in Development, UN Economic Commission for Africa, which selected GL's Gender and Local Government Project as one of seven best practices of mainstreaming gender in local government in Africa for a forthcoming publication.*

"International Women Development Agency's partner in the Pacific, Commonwealth Local Government Forum (CLGF) - Pacific participated in the Gender Links Training of Trainers on gender in Local government in Johannesburg in 2010. They have used Gender Links/UNHABITAT resources as the basis for adaptation for Pacific gender local government activities/workshops etc. As part of our FLOW project, in partnership with CLGF we would like to explore the concept of similar Centres of Excellence which Gender Links piloted and implemented (we think as part of your MDG3 fund program) as well as learn from Gender Links as a best practice organisation. We would also like to look into possibilities of an exchange and sharing resources in the future." *Emily Miller, Senior Program Manager, International Women's Development Agency Inc.*

FACT FILE

No of Centres of Excellence	Country			Bots	Les	Mad	Mau	Moz	Nam	SA	Swa	Zam	Zim	Total
	No (new COE councils)			22	20	46	9	9	19	13	12	21	21	190
Events for the Governance programme	COE Events			15	55	88	21	19	25	23	19	30	42	377
	Non COE events			4	7	23	8	0	10	3	1	8	6	70
	Total events			19	62	111	29	19	35	26	20	38	48	407
No of beneficiaries and budget	MALE			FEMALE			TOTAL			BUDGET				
	3696			4833			8529							
How rated by beneficiaries in evaluations - average scores	Content	Design	Documentation	Facilitation	Group work	Output	Outcome	Learning	Networking	Admin				
	89%	89%	90%	90%	88%	87%	86%	90%	88%	88%				
Outputs	Reports		Action Plans			Books				Policy briefs				
	135 (COE reports)		124 consolidation workshops			2 - Mozambique COE Manual and Lesotho COE Manual				2				
Outreach	Website hits		Media mentions		Commentaries written		Other events attended		No of photos	No of MOUs with partners				
	27 855		89		3		113			<ul style="list-style-type: none">• 24 statements of commitments• 6 MOUs with local government associations				
Outcomes	<ul style="list-style-type: none">• Gender and governance is now firmly on the agenda of local government.• A potential of 310 councils will complete the COE process by end of 2014• Application of the COE process has improved good governance in the target localities and has become a flagship training model for gender mainstreaming.• 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 in some countries.													
Main risks	<ul style="list-style-type: none">• Political environment - it is sometimes difficult to facilitate workshops in countries that have elections for example in Swaziland elections in November 2012 brought the COE process to a temporary halt.• Funding capacity - some countries are more expensive than others implying a need to rigorously fundraise in those countries. For example Mauritius COE workshops cost ZAR6000 while Mozambique COE workshops cost ZAR55000 per council.													
Lessons	<ul style="list-style-type: none">• Fostering partnerships and making use of our networks makes the work on the ground easier like in Namibia where partnerships have been built with local government associations.• The annual regional summits as well as the in-country summits are drawing in more and more councils and improve evidence quality.• Using the council officials to cascade the COE process creates multiplier effects and builds sustainability.													
Innovation	<ul style="list-style-type: none">• Sharepoint for real time instant communication, decisions are now made faster.• The TOTs are easing the work load on country managers helping the programme to concentrate on partnership building.													
How VFM is being realised	<ul style="list-style-type: none">• In country funding is really helping us do more and gives us as GL room to put a little bit more in countries where there is no in-country funding yet like Zambia and Mozambique.• In-kind support is still high in all countries, like in Mauritius where all councils pay for catering and venue and GL comes in to facilitate the workshops.													



Sifiso Dube – Governance Manager



Nomthi Mankazana - Programme Officer

Synopsis

Described in a recent evaluation as GL's "signature programme" the governance programme grew from strength to strength in 2012. The programme is tapping into the local government niche through the rich profiles of its local government partners and the passion for gender equality by the gender champions, officers and focal persons in each locality. The programme is moving in a complimentary approach where each locality learns from another locality in various fora building a model which is sustainable and entrenched in local government institutions. The programme based on research and advocacy on gender and local government is implemented across 10 Southern African countries; see <http://www.genderlinks.org.za/page/gender-and-governance>.

Following the research on gender and local government, the governance programme aims to promote equal representation and effective participation of women in decision-making. The programme works from the ground upwards to effect change through gender mainstreaming at the local government level. Through this unique approach, the governance programme is implemented through the Centres of Excellence (COE) process; see: <http://www.genderlinks.org.za/page/centres-of-excellence>. The COE model embeds gender mainstreaming at the local level through sustained interventions in 190 localities (soon to be increased to 310) across ten countries in the SADC region.

The COE's link the concepts of gender, the SADC Protocol on Gender and Development and the local actions to mainstream gender in local service delivery whilst monitoring and evaluating the progress made in this aspect. The local action plans on gender are a blow by blow series of commitments on service delivery by the councils linked to the 28 targets of the SADC Protocol on gender and development.

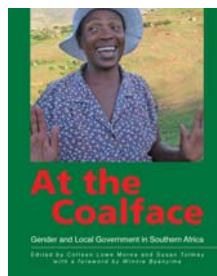
Objectives:

The governance programme aims to achieve the following:

- Combine an evidence-based approach of gender mainstreaming with policy, action planning and on-the-job training framed around the 28 targets of the SADC Protocol on Gender and Development through the COE process.

- Developing gender action plans initially at provincial, regional or district level.
- 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.
- To provide a knowledge generation and learning platform through showcasing good practices on gender responsive local governance shared at the country and regional annual summits.
- To build a sustainable model of cascading the COE process through working closely with gender officers, gender focal persons and gender champions in each of the localities.

Background



In 2003, GL undertook the first comprehensive study on the impact of women in politics in Southern Africa. "Ringing up the Changes, Gender in Politics in Southern Africa" found that despite the lip service paid to decentralisation and its importance for women's political and economic empowerment, local government is a sadly neglected area in gender and governance discourse. Between 2006 and 2008, GL conducted research in ten Southern African countries in the series, *At the Coalface, Gender and Local Government*. This research yielded the first comprehensive data on women's representation and participation in local government in the region.

The COE process that initially was six-stages, has been expanded to ten stages to include cross-cutting modules on climate change and local economic development. The old process was merged with the new process resulting in updating Action Plans of the councils. Through support from the parent Ministries on local government and gender, as well as support from local authority associations, the governance programme has signed six MOUs with associations, and one with a Ministry of Gender. This has provided access through the governance programme and has been implemented in various localities.



Using the evidence-based approach, the governance programme provided a platform for knowledge generation and sharing through the Gender Justice and Local Government Summits held in six countries in 2012 that preceded the regional summit held in Johannesburg. Prior to this platform, an in-depth process of monitoring and evaluation was conducted in the different localities to measure progress made within a year. The programme reached a total 190 councils in 2012 implying that this incremental process will reach a total of 310 councils by the end of 2013.

Delivery - activities and inputs

The process involves obtaining political buy-in; conducting a situation analysis; community mobilisation; building gender analysis skills linked to action planning; implementing the plan; additional communication, IT and campaign skills; verification, monitoring and evaluation;

documenting and sharing good practises at the country and regional Summits. The process is described in detail with profiles of each COE mapped by google earth at <http://www.genderlinks.org.za/page/centres-of-excellence>. GL has developed a generic COE manual with country-specific case studies, translated into several local languages - see <http://www.genderlinks.org.za/page/governance-training>.

The COE process expanded from six to the ten stages is shown in the table below. 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



Gender Links had made me realise the importance of gender issues; in the past, I used to take these issues lightly. Now I plan to make sure that by mid-2012, all my programmes will be in line with the ten stages of the Centres of Excellence - Naledi Masipa, Polokwane, South Africa

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 can achieve the SADC Gender Protocol target of halving gender violence by 2015.

The key activities of the Governance Programme are as follows:

Activity	Description & Inputs	Rationale
COE Process	The process involves obtaining political buy-in; conducting a situation analysis; community mobilisation; building gender analysis skills linked to action planning; implementing the plan; additional communication, IT and campaign skills; verification, monitoring and evaluation;	The ten stage process is built on key principles of political support, evidence based approach, community mobilisation, context specific interventions, capacity building, application of skills a, monitoring and evaluation and knowledge creation.
Capacity Building	On the job training of council officials and political leaders backed by the Training of Trainers model	This is a hands on approach of applying the COE manual through real life examples and skills transfer to council officials.
Cascading the COEs	Through the various cascading models and Training of Trainers in each country that GL is working, this is creating multiplier effects of the COE process by strategic alliances with Local Government ministries, local associations and Gender ministries. 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.	The gives leverage of the COE process through building sustainable models and ownership of implementing the ten stages.
The SADC Protocol Summit	This is collection of good practices on gender mainstreaming in different localities through an evidence-based approach of the Protocol at work. Knowledge is shared and learning done through peer and external review.	This is a networking activity which brings a critical mass in the best practices done by local authorities and aligned to the SADC Protocol. The summits provide a vivid interface between council action planning and community benefits.
Monitoring & Evaluation	On-going of monitoring through update of council action plans and verification exercise which collects evidence on the ground to support council efforts.	This provides linkages to COE capacities and the Protocol expectations as well as an interface with the community in terms of the Protocol at work.
Advocacy and campaigns - women in local government	Imparting campaigning skills to women in local government aspirants and office holders through the COE process and raising awareness of the SADC Protocol target of 50% women in local government by 2015	The women in local government campaigns helps women to access information and to use ICTs for campaigning whilst simultaneously holding governments accountable in providing an enabling environment for women to contest and the protocol targets.

Targets

Target group	Programme Intervention	How the target group has benefited the marginalised
Local authorities	Capacity development	The research of gender and local government shows that these are the closest to the people and yet gender neutral approaches have derailed development progress. Councillors assessing the gender compliance of their own councils and developing context specific action plans. Through capacity development linking service delivery to gender equality and the national policies, the local authorities can now link the local plans to the national plans.
Women councillors	Capacity development and profiling women councillors nationally, regionally and internationally	Women councillors occupy less visible roles within council and there is minimal attention to particular needs as women decision-makers. Through the COE process they gain on-the-job skills and support in gender analysis, planning, budgeting, designing and implementing campaigns. Through telling their own stories in the GL Women in Politics making a difference, they have made their voices heard, locally, nationally and regionally
Local Gender Champions	Capacity development and skills in new challenge areas for localities such as climate change, LED and conflict resolution.	Through the Training of trainers workshops where officers can make input and adjust content in local challenges such as conflict resolution, climate change and local economic development to suit their contexts. The workshops also provide a networking approach through peer learning and knowledge exchange.
Survivors of GBV	Baseline data on prevalence and extent of GBV at the local level through interaction with survivors of GBV.	Creating agency to survivors of gender-based violence who are mostly women through healing by writing of "I" stories which are first-hand accounts that give a human face to the raw data of GBV.
Local communities, women and vulnerable groups	Knowledge and awareness on gender equality and relevant instruments.	Taking the SADC Protocol on Gender to the community through village level workshops on the SADC Gender Protocol (Stage 3 of the COE process) and collection of changing lives stories of community members who have had their lives changed through the COE process and SADC Protocol.

Outputs

The outputs of the governance programme include:

- 190 Councils joined the process; 310 COEs targeted up to 2013
- 124 Gender Action Plans with Gender Based Violence Plans developed
- Six country summits held in 2012 in Botswana, Madagascar, Mauritius, Namibia, Zimbabwe and Zambia see <http://www.genderlinks.org.za/page/gender-justice-and-local-government-summit-2012>
- One regional Summit held in 2012 in Johannesburg.
- 703 people reached at the summits in 2012 and 350 best practices presented.
- 151 local government COEs verified as part of the monitoring and evaluation exercise.
- Gender Based Violence Indicators Research conducted in Mauritius, South Africa, Zimbabwe and Botswana
- 1000 COE Manuals developed in Portuguese for distribution in Mozambique.
- 1000 COE Manuals developed in Southern Sotho for distribution in Lesotho.
- Five MOUs signed with Local Government Associations to date
- Ten country offices operational and registered across ten SADC countries.



Over the years, I attended several meetings, workshops and conference organised by Gender Links. One of my best experiences was the annual Local Government and Gender Justice Summit that took place from 28 to 30 March 2011 at the Kopanong Hotel and Conference Centre, Benoni, Johannesburg, South Africa. With more than 265 participants from ten southern African countries, the event served as a vehicle to end gender violence, and empower women across the region. Countries shared experiences amongst others, in how to deal with gender violence, prevention, response, support, 16 days of campaigns as well as empowerment of women. Most of all, I enjoyed networking with delegates and especially with members of the media from the region.

Pearl Coetzee, Namibian Press Agency

With 407 events involving 8529 people (44% of these men), the governance programme reaches the largest number of direct beneficiaries of any of GL's five programmes. As borne out by testimonial evidence in this report, hundreds more have been touched by the work of the COE's that includes community mobilisation.

Outreach

Local government COE population		
	Country	COE Population
1	Botswana	173 806
2	Lesotho	275 888
3	Madagascar	665 039
4	Mauritius	1 126 993
5	Mozambique	1 231 607
6	Namibia	212 196
7	South Africa	6 575 248
8	Swaziland	2 117 840
9	Zambia	4 438 561
10	Zimbabwe	4597360
	Total	21 414 538

The councils that GL is currently working with cover a population of nearly 22 million. The impact of gender responsive governance in these communities reaches much further than just the councils. According to the DFID

independent progress review: "As far as the evaluator could determine from the literature review and web searches, GL's work on gender and local government is the most extensive and in-depth attempt to work in a systematic way with local government in mainstreaming gender anywhere in the world."

GL also makes use of several other tools to create ripple effects in this work, for example the list serve and website, which has used google earth to map every one of the COE's on the GL website. The programme received 89 media mentions during the year under review, in the ten countries of operation. Good news from local government spreads through the well- established networks at record speed, as illustrated by the response to the increase in women's representation in Mauritius in the November 2012 elections.

News on the Mauritius quota spreads with the speed of light

When news broke that women's representation in Mauritius had increased from 6% to 31% following the quota introduced in 2012, GL received a barrage of E Mails from the region and across the globe:

«Merci pour tout le travail de terrain et de lobby! Je suis très consciente que sans votre dur labeur je ne serai pas là où je suis aujourd'hui. (thank you for your grassroots work and all the lobbying ! I am aware without your hard work I would never have been here today)."

Tania Diolle; New Elected Councillor at Municipality of Quatre-Bornes; Mauritius

"On behalf of WIN and WIP, we would like to send our warmest congratulations to you on "a great job well done"! While WIN and WIP have certainly made a contribution and added to the voice of women's' organisations present and past claiming their rights, Gender Links has been fundamental in providing the research and data upon which these campaigns have been founded. All women will benefit from this ground-breaking election. But we must not stop here. These advances can be taken away from us if we are not careful and we must now all lobbies together for the same gender neutral quota for the General



Mary Coopan, former GL Mauritius governance manager, Minister of Local government Louis Herve Aimee and GL Francophone Director Loga Virahsawmy.
Photo: Colleen Lowe Morna

Elections as well as supporting these women who have been elected, encouraging those that lost or want to stand next time. Above all we need to encourage those women who have been elected to support each other as women and to form their own support groups, and where possible cross party caucuses, so that they are not split and divided so that only men rule. This will of course take time but this is great start. Let's make the most of it."

Jane Valls, Women In Networking, Mauritius.

"A big congrats. I sent this to our UN Women country rep here and to the coordination expert because it is an excellent example of how quotas can leapfrog women even in one election from low numbers to extremely high ones!!! Great story and case study. Now you can begin to track the changes a critical mass of women will bring to local government!"

Pat Made, Zimbabwe.

"Let's join Mauritian women in celebrating their victory in elevating the gender status of their female councillors from 6% to 30.5% during the 2012 local government elections. Mauritius is now in the 8th position on SADC score-card and on course to reaching the 50/50 mark and more before 2015! For details see attachment. Great achievement for entering the New Year with!" - Sara Longwe, Zambia, followed by several responses from her networks such as this: "Just more engagement to make this 2013 a year for big change in women's live and specially status. Congratulations to our Mauritian sister."

Djingarey Maiga, Zambia.

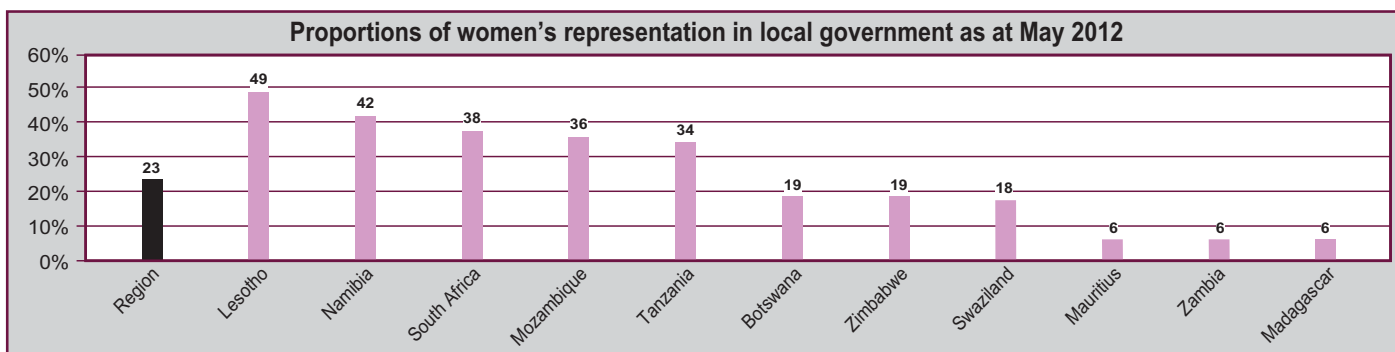
"Congratulations! Thank you for sharing this important news with us. GL can legitimately claim to have changed the course of history in Mauritius. Nothing is impossible. You now have a new baseline from which to demonstrate how the involvement of more women in local governance leads to better developmental outcomes. I have no doubt that the 50-50 target is in reach. Two more election cycles? No matter, it is a long march and worth the journey!"

Mike Macdonald, DFID, UK.

Outcomes

GL's governance programme has two major outcome indicators. At the macro-level GL seeks to contribute to the SADC Gender Protocol target of gender parity in local

government by 2015. At Council level, GL has devised a 25 point Score Card for measuring the gender awareness of Councils that is used to benchmark progress.



Women's representation in local government: Due to the dearth of data on women's representation in local government in some countries, GL has struggled to establish the overall regional figure. The August 2012 Southern Africa Gender Protocol Barometer put the regional average at 22%. Swaziland suffered a blow when women's

representation in urban councils declined from 18% to 14% in the October elections. But Mauritius registered a major gain with the implementation of the quota that earlier led to an amendment to the Constitution to allow for affirmative action.

Nothing succeeds like success - Quota victory in Mauritius

By Loga Virahsawmy, GL Francophone Director

Yes we made it ! I am saying "we" because this quota victory is a commitment from many quarters: government, gender activities and all those who believe in gender justice and in true democracy. The work started well before the 2010 general elections when gender activists asked for at least one woman out of three in each Constituency.

The marches, the bill board campaigns, media campaigns, radio and newspaper interviews did not go into the ears of a deaf. In a press release following the November elections Gender Links congratulated the Prime Minister of Mauritius, Dr. the Hon. Navin Ramgoolam and Minister of Local Government, Louis Herve Aimee for this four-fold told increase of women in local government in the December 2013 Elections. The New Local Government Act makes provision for 30% of all local government candidates to be either women or men. Mauritius rose from 14th among the SADC countries to 6th place. GL CEO Colleen Lowe Morna commented: "The challenge now is to follow through this phenomenal breakthrough. What is unique about these elections is that voters affirmed candidates. This reflects a high degree of mobilization, conscientisation and political commitment by all."

This change did not happen on its own. More than two years ago, I wrote an article in the GL Opinion and Commentary Service that struck a chord with Minister Aime. "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," he commented. In 2011, following intense lobbying by the Southern African Gender Protocol Alliance in Mauritius led by GL, Media



Woman Activist and Shenaz Sooba, the leader of the women activists in Ward 4 Port-Louis.
Photo: Jagoo T

Watch Organisation (MWO) and Women in Networking (WIN) Mauritius amended its Local Government Law ahead of the elections. 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. Articles 12 - 13 of the Southern African Development (SADC) Community Gender Protocol aim 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 local quota. This opens the door to the signing of the Protocol.

On the ground, GL got on with the business of training women for political office. I took my pilgrim stick cascading the Centre of Excellence process to villages in early March 2013. I saw the change. Women village councilors brought new items on the agenda. I told them that with more women at village and municipal levels, the landscape of rural and urban Mauritius will change and gender will be mainstreamed in the everyday lives of citizens



Buy in: Xai-xai Mayor Rita Bento Muianga and Mevasse Sibia Mozambique Country Manager during verification visit.
Photo: Caitlin Bentley

GL aims to enrol at least one third of the 977 Councils for its COE process by 2015. So far GL is two thirds of the way towards meeting this target, aided by a cascading model that involves designating gender champions and gender focal persons in each council. These now drive

the different stages of the COE model, and take full responsibility for certain tasks with the support of the GL Country Managers. GL is in the process of analysing data collected from the verification in February ahead of the SADC Gender Protocol@Work summit. Preliminary data suggests that the average score for the COE councils across all participating countries increased to 58% up from the baseline score of 47% when the programme started.

Councils' ownership of the COE process: During the verification exercise, council management and politicians worked hard to ensure that they had evidence for the progress on gender mainstreaming. Local government has shown a significant improvement in entrenching mainstreaming into service delivery. Material signifying council's ownership such clear inscriptions on councils receptions, calendars and equipment on zero tolerance to gender inequality show a step forward.

Progress in implementation: The projects submitted at the 2013 summits suggest that there is progress in implementation of the Protocol. This is also borne out in the Independent Progress Review (IPR) of GL's PPA funding conducted by a DFID consultant in October 2012.

Changes in well-being:

Another positive change in the communities visited is that women are engaging in non-traditional trades. Women own businesses, they are employed in mines, drive buses, and win local government tenders in various areas. In Arandis town council, a woman-owned business had won "cleaning the mine tender" for the first time. The women are using their incomes to improve the conditions of living of their families.

The story of Connie Mmanni Molathegi from Botswana illustrates these changes. This mother of five children was on welfare programme offered by Lobatse town council to destitute in the town. She went to the "Mayor's High Tea" for 300 women to talk about gender equality with Mayor Caroline Lesang.

In an example of how the campaign to recruit gender champions at the local level is resulting in gender responsive governance, the local council trained this woman and she successfully established a catering business that meets the needs of her family. The photos demonstrate graphically the change in her life.

Source: GLPPA Independent Programme Review, September 2012.



Connie Mmanni Molathegi's original shack before getting support.



Connie Mmanni Molathegi's new house built with proceeds from her catering business.

Holistic approach to reducing GBV: COEs are increasingly involving the community in reducing GBV through awareness campaigns and provision of shelters to victims. The GBV action plans are being implemented by councils through partnerships with police, community police and civil society.

Improved documentation of service delivery: Through the technical expertise of gender focal persons, councils

have now improved their documentation of service delivery. Councils now keep records of sex disaggregated data on housing, community meetings and employment. Councils are also keeping partnership records with local business and civil society partnerships. Below is testimonial evidence of changes in service delivery gathered during the DFID IPR:

"This led me to begin working with other women in my district, to sensitise the community on climate change issues; especially on how they can protect their environment from the effects of the changes in weather patterns. Some of the women in Capricorn have started writing about their life experiences, and we aim to compile these stories into a book." (*Naledi Maphisa Gender Focal point Capricorn Municipal Council CoE, South Africa*).

"We had kids that were on streets but I am working with a lady to put street children back in school. We don't have many street kids now in Keetmanshoop, may be just one or two. Sometimes the kids are running away from home because of problems. But when you put them in hostels then they can concentrate." (*Fiina N. Elago, Mayor Keetmanshoop, Namibia*).

We have also realised that the police station is too far from the residential areas. The police stations are only in town. Whenever the women and children are facing these difficulties they have to walk long distances to the police station. It is not always that they will afford taxi money. We the council in consultation with our constituency councillor donated a plot. We took the initiative of building a police station in the community. (*Mayor Outjo Municipal Council, Namibia*).

The council reaches the vulnerable people in the communities through Alliance of Mayors Initiative for Community Action on Aids (AMICAALL). AMICAALL is like the health department in the municipality and it is at the local level. - All the mayors are in the executive committee - Our core business in prevention and mitigation of impact of HIV and AIDS. We also provide early childhood care and education for children less than 6 years. (*Gender focal person, Siteki town council, Swaziland*).



Care givers in Outjo, Namibia.

Photo: Gender Links

Dedicated gender structures: To facilitate a smooth flow of gender mainstreaming, most councils in the COE process now have dedicated gender focal persons who are twinned with gender champions to facilitate political buy in. Some councils have dedicated gender committees which are selected by departments.

Gender budgets: COEs have planned for gender budgets in their annual budgets. These budgets are mainly for awareness campaigns, health campaigns, 16 Days campaigns and HIV/AIDS campaigns. This shows the commitment by councils to implement the protocol and reduce inequality in their localities.

Improved community outreach: Councils are reaching more to the communities through capacitated GFPs and

GCs who can now implement the SADC Protocol village workshops. This enables the community to learn about the protocol and to hold the councils accountable on service deliverables.

Peer learning: Twinning arrangements between councils have facilitated peer learning. Smaller councils are being adopted by bigger councils e.g Karibib plans were drawn with the help of Swakopmund council in Namibia. This shows multiplier effects in gender mainstreaming and sustainability. Peer learning is witnessed in COE roll out as well as during the SADC Protocol summit.

Youth involvement - junior councils: Succession planning is emerging in some countries with the strengthening of junior council leadership. This transformative model of leadership encourages the youth to implement in the protocol through equal participation in the recreation facilities and early involvement in local economic development. Namibia and Zimbabwe have shown support of the junior council model. The leadership and energy shown by the junior councils encourages the succession planning and ownership of good governance models by the communities.

Strengthening rural participation: Rural COEs have joined the gender equality agenda through enforcing gender equality within rural service delivery. Previously marginalised, the rural council now compete at almost similar ground with urban councils through commitment and clear cut plans. For example, Zvimba rural council has shown that gender mainstreaming is possible even in the villages through the commitment of the focal person and the support of the council.



Gregorius Eiman, Junior councillor, COE workshop, Keetmanshoop, Namibia. Photo: Gender Links

Rural council walks away with best council award in Zimbabwe

If you find yourself in Zvimba district in the Mashonaland West Province of central northern Zimbabwe, you might just meet the Zvimba Queens. No they are not beauty queens! The Zvimba Queens are the council's newly formed women's soccer team with a budget of \$3990 out of the \$28,580 allocated by the Council to promote gender equality in the 2013 budget. For a rural council, this is a small fortune, and a firm indicator that it's no longer business as usual where gender is concerned!

Zvimba became a Centre of Excellence for Gender in Local Government in October 2011. In less than two years, the Council's gender score has risen from 64% to 80% (this score will be independently adjudicated at the March 2013 SADC Protocol@Work summit). During GL's verification visit, Gender Focal Person Fainesi Shamhu presented a fat file of evidence that included a gender policy and action plan (formally adopted by the Council in December 2012, a gender statement to go with the 2013 budget, gender disaggregated employment statistics, job adverts encouraging women to apply, minutes of community meetings).

The council combines a strong evidence and policy-based approach with visible and practical interventions that involve women and men. Gender Champion Tsitsi Mugabe, who also represents rural women in the Women in Local Government Forum, provides political leadership. Mugabe and Shamhu went through the COE Training of Trainer process. They conducted their own situation analysis of the Council.

In a relatively short space of time, the Council can point to several "before" and "after". Before the Council had no gender policy. Many other COE's have gone straight to an action plan without a policy. Zvimba has customised the Zimbabwe Local Government Association (ZILGA) Gender Policy to its needs, with many references to the provisions of the SADC Gender Protocol.

For example, the policy quotes the SADC Gender Protocol target of 50% women in decision-making by 2015, through affirmative action measures if necessary. The council is unique in that it has a relatively high proportion of women - 38% (the overall average of women in local government in Zimbabwe is 18%).

There has not been an election since the adoption of the gender policy, and women still only chair two of the seven committees (28%). However, women now constitute 42% of the vice chairpersons. The Gender Committee has recommended that Council adopt a 50/50 rule for chairing of committees, and that where the chair is male, the deputy must be female. Presently, Mugabe chairs the strategically placed planning committee, while Councillor Margaret Hoshiki is vice chairperson of finance. Women in management have increased from 25% to 33% over the last year. The council now encourages women to apply for posts (evidence provided) and the gender committee is involved in selection processes. Recently the Council recruited a female manager to run its Banket Town Board.

One of the most visible achievements concerns ensuring that women and men gain access to land (evidence provided) and keeping sex disaggregated data on land. Women councillors pointed to many well documented examples of issues they have raised in the Council, as well as those raised by women in the community, as examples of women's participation in decision-making. ZRDC has photocopied the pamphlet on the provisions of the SADC Gender Protocol many times over. From the initial stage three village community workshop, the SADC Gender Protocol is now mentioned at all community gatherings. Minutes of council meetings, budget consultations and other gatherings show gender responsive governance at work in concerns over water, sanitation, roads, boreholes, dams, schools, deforestation, electrification and mining.

Councillors in ward seven and nine have initiated garden projects to empower women. During a late afternoon visit, the women members of the Tirivamwe (we are one) Co-operative demonstrated how they have reclaimed a once empty bush and turned it into a garden under crop rotation. Produce is sold, and some used to feed orphans and vulnerable children.

A unique feature of the Council is that it is cross-referencing its gender policy with other council policies, and setting aside a budget for this purpose. For example, Zvimba has allocated \$500 for this purpose. In ward nine, women have won contracts to provide Okay bazaars with candles, and to sew school uniforms. The council often rents out the community hall for weddings. Women in the community do the décor and catering, earning extra income. Their favourite slogan is "down with poverty, forward with knowledge".

On Valentine's Day last year, the Council ran a day of voluntary counselling and testing for couples, thanks to a gender aware HIV and AIDS policy that is targeting men. The Council's 2013 budget makes a provision for refresher courses and kits for care givers, the majority of whom are unpaid women. The SADC Gender Protocol has strong provisions around the appropriate recognition of care work.



GL Zimbabwe Country Manager Priscilla Maposa (left) and DFID's Caroline Hoy (right) sample the produce from Ward Seven gardens.
Photo: Colleen Lowe Morna

Strengthening leadership: The COE verification has yielded rich testimonial evidence of women at the local level becoming finding their feet and their voice - becoming drivers of change. The following examples come from GL's rich Changing Lives, and Women in Politics Making a Difference series.

Catherine Chapeshamano, a councillor for Matanda ward in Kafue district



Council chairperson Catherine Chapeshamano taking to GBV community coordinator during a COE visit project that reflect gender awareness in Chipongwe village, Kafue.

Photo: Gender Links

"I am 54 years and I am a widow. I am a trained Secretary from Zambia Institute of technology and I am also a business person. I first met Gender Links in 2008 when Kafue district council was given a chance to be participate in the gender and local government research. I also participated in the strategy workshop in 2009. I joined the Training of Trainer workshop in South Africa with my other female councillors. Since then, as a council we have a good working relationship with Gender Links. This keeps on growing stronger each and every day. As the only female councillor in Kafue district, I have been advocating for greater women representation, women must have an equal presence and voice in the Zambian politics.

Female politicians face stigma from male members of the political party to which they belong to hence, undermine the women to reach or maintain the leadership roles. Political leaders should be aware that as women are also capable of becoming leaders It is very sad that I am the only female councillor meaning, women's voices are not heard. Attending the summit in Johannesburg is the experience that I will never forget. I did not win any awards, but I am glad I had a chance to learn from other people from different countries. It was the experience that I am proud of and I still treasure the moment. The summit is a way forward to meet the 28 targets of the SADC Protocol on gender and development by 2015. I have acquired skills, values, knowledge and attitude through Gender links. My public speaking has greatly improved; I articulate issues on gender very well. I have learnt how to train people on issues of gender, monitoring and evaluation training has helped me track projects that I do in the community. I believe that M and E is vital as it will help assess the performance."

Annick Hontonirine Rabearisoa, Mayor, Bongatsara, Madagascar: I first heard of GL through Claudia Rakotonirina, Madagascar Programme Assistant, at a UNESCO meeting. Claudia did an overview of Gender Links activities in Madagascar. Bongatsara, 15 kms from the capital, joined the COE process. I put in place a Steering Committee on Gender. This is the basis for the Plan of Action. I am committed to implementing the Action Plan.

In Madagascar we talk a lot about SADC and how SADC can help Madagascar to get us out the political crisis, but never on the Gender Protocol. Yet the contents of the Gender Protocol should be our life blood.

Gender based violence is rife in my locality and yet people was afraid to talk. This has always been taboo until Gender Links gave the training. To expose the problem also means we are giving voices to the voiceless and especially encourage women to talk on GBV. The Council has put in place a Centre d'ecoute et conseil juridique (a listening centre with legal advice). Each time I take a decision for the benefit of my community I run the risk of being taken to court. I listen to grassroots women and men and this is the basis of my work. I deal a lot with litigation of land ownership.

Access to land is a basic human rights. When women have a piece of land for themselves, this is empowerment and giving them back their stolen dignity. My best experience has been to give women their ownership title for a piece of land and helping them to become owners of their own land. Gender Links helped me to get confidence in myself. Look at me now: I am not only a politician doing tremendous work for my community but I have gone a long way. I know what is happening in other African countries and I learn from that."



Verification, Madagascar.

Photo: Gender Links

Demanding accountability

As GL Board member Sara Longwe explains, through the COE process, women and men at local level demand accountability and performance by their governments.

Working with “Centres of Excellence” within local government provides a 'bottom-up' approach in the implementation of the SADC Protocol on Gender and Development. This cannot be easily or entirely implemented by central government. There are two main reasons why an entirely 'top-down' approach is insufficient.

Firstly, there is the problem of lack of political will. Whatever a state party may have agreed in the Protocol, there remains a high degree of patriarchal opposition to policies of gender equality within both the political and administrative levels of government, especially in areas such as marriage and family rights, and sexual and reproductive rights. There is therefore some doubt about the amount of 'push' that gender policies can receive from central government.

Secondly, there is always a need for 'pull' from the bottom as well as 'push' from the top. 'Centres of excellence' at local level can provide this opportunity to take action and to put gender issues on the agenda. In this endeavour, the state's accession to the Protocol provides a legal environment and justification for action. By the same token, local action puts a demand on the centre for national policies and action which are not only required by the Protocol, but also needed to generalize the successes being achieved at the local level.

But this COE role can only be fully realised where these centres have a high level of ability to recognise gender injustice, and to mobilise for collective action to overcome it. Then they will be truly excellent. *Sara Hlupekile Longwe, GL Board Member, Zambia*

Challenges

The major challenges of the governance programme are:

- **Political will and support of the COE process** - Local government is a highly contested terrain therefore political navigation skills are important. The COE process has achieved this through the first stage consists of getting buy-in at decision-making level in the councils and assisting councils to develop and commit to a plan for the ten stage process. The sixth stage provides a platform for public adoption of the action plan devised, and signing of a statement of commitment to implementation.
- **High costs of hosting the COE workshops** - Hosting COE workshop is usually high in most of the SADC countries. Cascading models have emerged from different countries with the key personnel in councils taking up some of the COE stages thereby easing the burden on country managers.
- **High costs of holding the Local Government Summits** - Most of the logistic costs in the Summits have been borne by GL. Through political will and buy-in, councils have started to bear some of the Summit costs thereby enhancing ownership.
- **National processes such as elections** - GL has had to play a role in increasing women's representation in local government through 50/50 campaigns and imparting campaigning skills to women in politics.
- **Partnership building and growth** - The main partners for the governance programme are the Local Government Associations who provide access to the councils. To strengthen this relationship, GL has signed MOUs with five of these associations where roles and responsibilities are defined. This provides the governance programme with a direct access line to the parent ministries and subsequently national processes.

Next steps

- To cascade the 10 stage COE process to reach 310 target councils.
- To hold Summits based on the SADC Protocol on gender and Development in 10 countries and 1 regional summit held in Johannesburg.
- To expand the local economic development module to include entrepreneurship training for survivors of GBV.
- To align old Gender Action Plans to the new Action Plans using the 10 stage COE process.
- To support partners in the 50/50 campaign in at least four countries that have local government elections in 2013.
- To build capacity of gender focal persons and champions in different localities to facilitate the COE roll out.
- To collect qualitative evidence of change in different localities through the Changing lives case studies and women in politics making a difference.
- To support survivors of GBV through enhancing agency and the healing by writing process in 10 councils per country; 100 in total.
- To build new partnerships with local government associations and parent ministries through MOUs and joint interventions.
- To document good practices in target localities through knowledge generation, learning and innovation.

Winning the war community by community

The GBV indicators study, and a related one on preventing GBV, has led GL to conclude that:

- *The findings of the indicators research needs to be canvassed and used to strengthen national and local action plans to end GBV.*
- *These need to be cascaded much more systematically to the local level;*
- *The emphasis needs to shift to prevention of GBV and empowering women rather than just reacting to growing levels of GBV.*



BOTSWANA

BOTSWANA AND SADC LIAISON OFFICE



Pinky Mekgwe



Keabonye Ntsabane, Country Manager



Roos van Dorp, Programme Officer



Vincent Galatlhwe, Field Assistant

FACT FILE

Country	Botswana
Board Member	Pinky Mekgwe
Staff Members	Keabonye Ntsabane - Country Manager Roos van Dorp - Programme Officer Vincent Galatlhwe - Field Assistant
When registered	2009
Alliance focal network	BOCONGO
Governance COE's	25
Media COE's	7
Key partners	BOCONGO, Botswana Association of Local Authorities (BALA), Botswana Caucus for Women in Politics, Botswana Council of churches, FES, SADC Gender Unit, SADC-CNGO, UNFPA, University of Botswana - Depart of Media Studies, WLSA, Women Against Rape, Women's Affairs Department, YWCA

"I first got in touch with GL in 2009, after I became mayor in November, two weeks before the Sixteen Days of Activism cam-paign. As a responsible person I responded to the call. In the two weeks, I had to work around the clock and arrange a seminar and looked for the money. I invited people and I called it the "Mayor's High Tea" so I can lure people to come for the meeting. The hall was full. There more than 300 people. People were excited to learn about gender. We went to the spots where women are raped and prayed there. The meeting was very successful. We did not have activities every day for Sixteen Days, but each year we have been doing more. We engaged the whole council. It is not a one person's show. For gender

to go forward you must involve other people. We have a focal person on gender.

GL brought in that element that when we plan we have to bring in gender in our plan. When I look into this budget I should see gender here. We need a budget for it so that anything that has gender we don't search for money we know that the money is there. Like now in the council when we need money we have to dig into the votes to look for money. I think this time around we are going to budget for it. Gender is crosscutting but when it comes to the practical things you will see that you need that money. We budget according to the vote. And with the council we don't have that vote. We plan and the ministry gives us votes that we budget for.

Caroline Lesang, Mayor of Lobatse



Caroline Lesang.

Photo: Sandra Ayoo

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: The office, in collaboration with SADC Gender Unit organised the launch of the 2012 SADC Gender Protocol Barometer. Magdeline Madibela, Head of the SADC Gender Unit launched the report at an event attended by key partners and stakeholders. The event saw the Barometer report distributed to all present.

National Gender Justice and Local Government Summit: GL Botswana office successfully hosted the first National Gender Justice and Local Government Summit and Awards in Gaborone. The Summit brought together 137 participants from across Botswana; 41% males and 59% females. Councils and NGOS displayed 24 Best Practices demonstrating the SADC Gender Protocol@Work. Botswana Television and several local newspapers provided media coverage during the Summit. It was humbling that 14 local councils helped and were involved in the fundraising efforts. The Summit inspired councillors to be involved, they took initiative, and are now sharing knowledge and building each others capacity using their own resources. For example, Rachel Jeremiah, the Council Secretary of Chobe District Council, after being a runner up at the regional summit, decided to visit other local authorities sharing her experience of the COE process and motivating them participate in the process. The eight (8) winners, together with a delegation of 50 local government representatives, BALA, Local Government Ministry, and the Women's Affairs Department, represented Botswana at the Regional Summit held in Johannesburg.

Gender mainstreaming with local authorities: An additional four councils (Chobe District Council, Kgatleng District Council, Francistown City Council and Lobatse Town Council) mainstreamed their Gender Action Plan into the Council's Strategic Plan, and formed a Task Force to monitor implementation. WAD funded a Training of Trainers (TOT) for gender focal persons from 16 councils, including WAD staff members during October 2012. Councils are now



Serowe Administrative Authority Gender committee, Botswana.
Photo: Keabonye Ntsabane

raising awareness on GBV and other gender issues affecting them during full council meetings, and in their communities through commemoration of the 16 Days of Activism Campaign.

Sixteen Days of Activism campaign: During the Sixteen Days of Activisms campaign, the office collaborated with five (5) councils and was able to collect 50 "I" Stories and personal testimonies from survivors of gender based violence. GL Botswana, Botswana Council of Churches and five councils also conducted strategic communications workshops to support the campaign.



Ramotswa school for the deaf students group.

Photo: Vincent Galatlhwe

GBV Indicators research advocacy: Through networking with WAD and other partner organisations, the office shared the results of the GBV Indicators Study. GL Botswana raised in-country funds for the re-print of 500 copies of the report for distribution amongst the media and other key stakeholders.

Key challenges

- Lobbying for the government to sign the SADC Gender and Development Protocol remains a challenge.
- Fund raising continues to be a challenge.
- Navigating the political terrain, managing and working with partners is a challenge.

Lessons learned

- We have learned the importance and value of partnerships, and how to maintain professional conduct with different types of partners.
- Through all the hard work and many deliverables, we have learned to be vigilant and focused.

Key priorities for 2013

- Fundraise to sustain the work of the office.
- Continue to lobby for Botswana to sign the SADC Gender Protocol.
- Canvass COE process with remain councils and media houses in Botswana.
- Hosting a successful second National Summit.
- Implement wellness activities that keep the team motivated.

Social responsibility activities

In the midst of hard work, there is always time to serve our community. Through partnerships with private organisations and community based organisations, GL Botswana organised a community lunch with the sick and physically challenged persons, during which Pula Holdings donated blankets, and women from the Trinity church donated food and clothes.

OVERVIEW

By Loga Virahsawmy, Director, Francophone office



Loga Virahsawmy

As I reflect back to the time that the Mauritius office opened in September 2008, the Madagascar office that followed and work happening in the DRC, I am delighted to report that these offices are growing from strength to strength. Both offices are running smoothly, and work in the DRC is progressing well.

GL Madagascar moved to a new office that is spacious, with good storage space as well as a large conference room that sits over 15 delegates. Madagascar Country Manager, Ialfine Tracoulat, continues to find new and creative ways through which to roll out a massive mentorship programme, in order to spread the Centres of Excellence programme to new localities across Madagascar. Without this type of innovation, it would have been a challenge to cover the many regions of Madagascar, compounded the other challenges caused by the infrastructure.

While Gender Links only funded work in 15 localities, Ialfine Tracoulat mobilised resources from SAHA and UNFPA. With the SAHA funding, she has added 16 more

localities to the original 15 and with the money received from UNFPA she has added another 19 localities.

The media programme is on track and running well. A situation analysis project took place at the beginning of 2012; self-monitoring of six newsrooms followed in August 2012. The office hosted a two-day training workshop for journalists on peace and security, with more workshops on governance and GBV taking place in November 2012, foregrounding mobilisation for the Sixteen Days of Activism campaign successfully run in four governance COE councils, namely Moramanga, Bongatsara, Morondava and Majunga councils.

UCOFEM anchors work in the DRC and is doing well. At the end of 2011, they received funding from DFID, Kinshasa, for media monitoring. UCOFEM used research methodology provided by Gender Links and gave GL credit. UCOFEM launched the monitoring report in 2012. This project has been extended; UCOFEM will use the findings to train media enterprises in five other regions, Kinshasa, Kivu, Bas Congo, Oriental Kasaï and Occidental Kasaï. As a result of the decrease of women in parliament from 8% to 5% in the 2012 general elections, UCOFEM and other NGOs in DRC will be collaborating with Gender Links on a programme to train Women in Politics ahead of the local elections.

DRC SUMMIT ONE OF THE BIGGEST AND THE BEST!



Hon. Gèneviève Inagosi Bulu Ibambi, DRC Minister of Gender, Family and Children, opened the Summit. Photo: Luis Henry

On the 3-4 April 2013, Gender Links and the Union Congolaise des Femmes des Médias (UCOFEM) held the inaugural SADC Gender Protocol Summit in the Democratic Republic of Congo (DRC). Participants from Kinshasa and the provinces as far afield as Goma and Lubumbashi were part of the Summit.

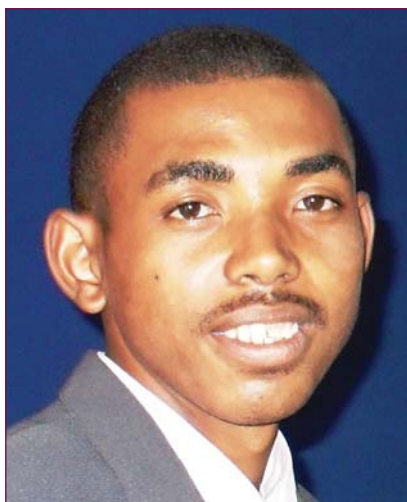
The Minister of Gender, Family and Children, the Hon. Gèneviève Inagosi Bulu Ibambi, officially opened the Summit on the morning of the 4 April. In her address, the Minister congratulated GL and UCOFEM for recognising good practices on gender and development. She emphasised the need to work towards the attainment of the 28 targets of the SADC Protocol on Gender and Development.

The Summit concluded with a gala dinner after 91 presentations in nine parallel sessions over the two days. Ten winners and four runners up received awards in ten categories.

L'Observateur RDC won in the leadership category with state broadcaster, Congolese Radio Television National was the runner up in the category. All the winners and runners up expressed their gratitude and excitement at receiving affirmation for their work. The 130 participants agreed that the event was a highlight in the gender and development calendar in the DRC.



Ialfine Papisy, Country Manager



Zotonantenaina Razanadratefa, Programme Assistant



Claudia Rakotonirina, Programme Officer

FACT FILE

Country	Madagascar
Country manager	Ialfine Papisy - Country Manager
Staff Members	Zotonantenaina Razanadratefa - Programme Assistant Claudia Rakotonirina - Programme Officer
When registered	30 June 2011
Alliance focal network	FPFE
Governance COE's	51
Media COE's	12
Key partners	Ministry of Population and Social Affairs, UNESCO, UNDP, UNFPA, Interdisciplinary Department for Professional Training (DIFP) within the University of Antananarivo, Association of Elected Gender Sensitive

2012 was an important year for Madagascar office. The first national summit attracted 200 participants. It was new for Madagascar, the experience was very involving - managing hundreds of people from different regions and different cultures. GL staff had to deal with many issues: struggling with Power Point presentations, doing payments, organising transport, solving personal problems - you name it; it was just very difficult! Everyone was edgy, stressed, and irritated. However, challenging as it was, the Summit also presented opportunities for GL work in Madagascar. The summit was a great success not only for GL but also for all the stakeholders involved in the fight for gender equality in Madagascar.

Key achievements

Governance

- Cascading the COE process in 20 more localities.
- 34 councils have Gender and GBV Action Plans, 29 participated in the national Summit.
- Gaining credibility with donors, technical and financial partners.
- Request from UNESCO to add more councils as COE.

- Networking between Governance COEs and Media COEs.
- Held successful TOT for the Governance COEs.

Media

- Situation analysis for media houses done.
- MOU signed with Group Evitras.
- Self-monitoring conducted in 6 newsrooms.
- Stage 6 and part of stage 7 of the Media COE completed.
- Successful mobilisation of journalists during the 16 Days of Activism campaign.

Alliance

- Organised the second national workshop for drafting the National Action Plan on "Gender, Peace and Security", in collaboration with the Institute for Security Studies (ISS), based in Pretoria and the Federation for the Promotion of Women and Children (FPFE).
- Official launch of the 2012 Madagascar SADC Gender Protocol Barometer Report.

Key challenges

- Political instability (elections always being postponed).

Lessons learned

- That partnerships are sensitive, and therefore require a strategy for developing and nurturing.

Key priorities for 2013

- Working through partners to extend roll out of the COE process to the remaining councils.
- Completing all the stages of the COE process in the existing council.



Primary Public School Moramanga, Madagascar, a GL COE.

Photo: Zoto Razanadratefa



Loga Virahsawmy



Ghirish Abdhoosee - Programme Assistant



Mena Gopaul - Programme Officer



Marie-Annick Sapripène - Editor

FACT FILE

Country	Mauritius
Board Member	Loga Virahsawmy
Staff Members	Mena Gopaul - Programme Officer Ghirish Abdhoosee - Programme Assistant
When registered	3 September 2008
Alliance focal network	Media Watch Organisation
Governance COE's	12
Media COE's	4
Key partners	Ministry of Women's Rights, Child Development and Family Welfare, Equal Opportunity Commission, Small and Medium Development Authority (SMEDA), National Women Entrepreneur Council, Ministry of Health and Quality of Life, Ministry of Environment and Sustainable Development, Mauritius Broadcasting Corporation, La Sentinelle Group

Staff of the Mauritius office will forever recall the day the Mauritius Broadcasting Corporation announced that women's representation in local government increased from 6.4% women to 31%! I felt this as my personal success as I worked so hard at it. GL circulated an article about this and the reaction was incredible. I received so many "thank you" e-mails!

However, 2012 was a memorable year through and through. It is difficult to draw out just one day. We had the validation workshops for *War@Home - Gender Based Violence Indicators*; launch of the Mauritian Barometer by the Chair of the Equal Opportunity Commission, Chief Executive Officer's visit; a memorable opening of the Gender Links Library in the District of Grand Port (formerly known as Grand Port Savanne), launch of "War@Home - GBV Indicators" by the Minister of Gender Equality; and many more!

Achievements

Gender and governance: GL spent much of the year advocating for, and training women to stand for political office, following the passing of the The New Local Government Act. Gender Links (Mauritius) developed its own training Manual that is specific and customised for Mauritius. Nearly all the workshops were opened by high-level officials and in some cases Ministers of Gender, Local Government, Social Integration, Vice Prime Minister and Minister of Infrastructure. The office ran workshops all over Mauritius with the financial support of Ministries and gender activists and in kind support from localities. Workshops were held in the regions of Flacq, Port Louis, Triolet, Baie du Tombeau, Vallee des Pretres, Quatre Bornes, Grand Port, Case Noyale, Moka.

SADC Protocol on Gender and Development: The office convened four village workshops to engage participants on the SADC Protocol. Participants had a vague idea about SADC, and limited knowledge on the SADC Protocol on Gender and Development. The Mauritian Brochure was distributed, followed by discussion on the SADC Gender Protocol targets.



Mauritius staff: Mena Gopaul, Loga Virahsawmy and Ghirish Singh Abdhoosee.
Photo: Colleen Lowe Morna

COE Workshops for Local Government and the Media:

The Office continued work with Local Government and Media COE work. The office held workshops for the media on Gender Based Violence and Gender HIV and AIDS. As well as upgrading Gender Action Plan for during workshops on Gender Based Violence, Local Economic Development, Climate Change and HIV and AIDS. Office staff also wrote Changing lives and Women making a difference in politics throughout the year.

Organising and hosting visit by GL Chief Executive Officer, Colleen Lowe Morna: The Office hosted GL CEO after four years! Meetings were scheduled with senior Ministers including the Minister of Local Government, the Minister of Health, and the Minister of Environment. During her visit, the CEO trained journalists from the University of Mauritius on Gender Sensitive Reporting.

Workshop on the SADC Protocol on Gender and Development: Although Mauritius has not signed the SADC Protocol; GL CEO was invited to facilitate a one-day workshop for high Ministerial officials on the SADC Gender Protocol, background, process and targets.

Validation Workshop for the GBV Indicators: The validation workshop for the GBV Indicators took place during the CEO's visit. The Workshop saw high officials from academic institutions, Ministries and NGOs.

Media COE Workshop at the Mauritius Broadcasting Corporation: Media COE workshop with MBC - the MBC has a gender policy and showed footage on how they are implementing the Gender Policy. They have also bought into the SADC Gender Protocol and are deliberately working towards achieving gender parity in new sources and content.

Living in the future during the 16 days campaign: As part of the Sixteen Days of Activism campaign, GL Office in partnership with MBC ran a series on live reports on the Mauritius GBV Indicators Research findings.

Key challenges

- In country fundraising for project work remains a challenge.
- Processing and management of Monitoring and Evaluation reports continues to be a challenge.

Lessons learned

- The value of in-kind support and strategic partnership with councils to cascade the COE process.
- Village Councils are eager to join the COE process, and have brought into the process.

Key priorities for 2013

- 35 village councils are targeted to be part of the COE process. We are aiming to take these councils through to stage 9 in order for them to participate in 2014 Summit.
- Continue work on the Media COE process.
- Fund raise for the Mauritius office.



During the visit by GL CEO Colleen Lowe Morna to the Mauritius office, the municipality of Grand Port Savanne dedicated a section of its library to GL publications. GL has subsequently opened GL library corners in all the municipalities of Mauritius. This idea is being extended to other Southern African countries. Librarians across Mauritius anchored community discussions on GBV and cyber dialogues during the Sixteen Days of Activism campaign - see justice section.

Photo: Gender Links



MOZAMBIQUE

THE LUSOPHONE AND MOZAMBIQUE OFFICE



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	Forum Mulher
Governance COE's	7
Media COE's	10
Key partners	Forum Mulher, Councils, Media Houses, University of Eduardo Mondlane



Rita Bento Muianga

"There was no equality between women and men in the past, both at home and in the council. Women didn't have much space. The women were there to give birth and take care of the family. Men held leadership positions. Women did not have much space and voice. The woman could not talk with her husband at the same

level. She had to kneel down. The women were not supposed to be in the same place with the men. The boy-child was more favoured than the girls. Because they didn't have access to education they could not have access to decision-making. She could not get equal pay with men. The family got spouses for the girls or arranged marriages. She was supposed to be submissive at home, could not eat certain foods like eggs, meat, and had multiple tasks. Even in the traditional structures, the men dominated positions of authorities.

In the past women in the community mobilised only to dance and sing for those in positions of authority. Now we are sensitising them to take up leadership positions and come up with projects that will benefit them. Now we are aware of gender equality and we work according to the targets in the Protocol. The men have become more sensitised about gender equality. Training men and women together helped to change their mindsets. Now the women also talk in the meetings unlike in the past when men did all the talking. Now the men appreciate women's views and realised that women have important contributions to make.

We are encouraging women to take up leadership positions in the communities. In the past women lacked confidence and did not support each other. After this training they learnt that women must value each other and support each other. The thrust is now about 50:50 for all positions of leadership. The management meeting is composed of 9 people, eight councillors and myself the mayor. Sometimes the men say let us do this and that but I tell them that we won't do that. In the council there are funds allocated for people to do projects. This is decided according to the localities in the council. I go to all places to make sure that women benefit from these funds.

When I was elected mayor to work with the male dominated council I was scared. GL training has boosted my confidence. In the beginning, I had this confusion in my mind that I am a woman and a leader. I used to think more about being a woman than being a leader. This affected my decisions. This has changed. Now I think of myself as a leader more than I think of being a woman."

- Rita Bento Muianga, Mayor Xai-Xai



Whichway? GL Mozambique country manager Mevasse Sibiya asks for directions during verification visit in Xai-Xai, Gaza, Mozambique. Photo: Caitlin Bentley

Out in the field we always have fun! We get to talk to communities; sometimes we even get lost and find our way! When discussing issues of gender based violence; emotions get high and everyone has a story to share. However, what has stood out for us is the impact of our work in the communities. During one of our Sixteen Days of Activism workshops, a women spoke passionately about the "Take back the night" march. She urged women and men to participate in the march. Moments like this, when

we see the community taking ownership are dear, and make us proud of the work we do.

Key achievements

- Strengthening ties with Forum Mulher, the Alliance focal network, including during the meeting of SADC Gender Ministers in Maputo in February 2013, ahead of the Commission on the Status of Women meeting.
- Completion of Action Plans with all the seven governance COE's; enlisting eleven more COE's to join in southern Mozambique.
- Successful collaboration with three councils during the Sixteen Days of Activism campaign.
- Mozambique represented at the regional Gender Justice and Local Government Summit in 2012.
- Mozambique hosting its first national SADC Gender Protocol@Work summit 16-18 April 2013, with support from MASC.
- Strengthening the media programme, with the recruitment of the Lusophone Editor and an intern to support the programme (see Opinion and Commentary Service). The service hit the ground running with a workshop on gender and climate change; it has continued to foreground these issues.

MOU with the University of Eduardo Mondlane

In October 2012, GL signed an MOU with the media and culture department of the University of Eduardo Mondlane, a partner in the Gender and Media Diversity Centre. This covers internships, curriculum review and debates. The collaboration took off with an intern being seconded to GL to begin preparations for the summit.



The partnership yielded the fruitful idea, extended to all countries with summits in 2013, for media students to cover the summit and produce country supplements that will be launched at the regional summit. The students also plan to produce a daily newsletter, daily radio programs and a series of video documentaries.

Key challenges

- While GL succeeded in raising funds for the summit, country projects and operations require urgent funding, especially for such a large country.
- GL has not succeeded in extending the work of the Lusophone office to Angola, where the organisation is weakest, due to financial challenges (see Opinion and Commentary Service).
- Technological challenges include working with village councils that do not have modern computers or good internet access.
- Lack of political buy-in and support, sometimes we are met with resistance.
- The size of the country is a challenge. At present most of the work has been in and around Maputo.

Lessons learned

We have learned that we cannot cover the councils on our own. We need support from local councils in order to cascade the COE project amongst the other councils. One of the models that GL is considering for Mozambique is to work with provincial capitals to champion the cascading of the COE's to other parts of the country.

Key priorities for 2013

- The key priority for 2013 is to finalise the current seven COEs and start to work with the 11 new COEs.

- Hosting the first Mozambique national Summit in 2013.
- Facilitating a Training of Trainers (TOT) for gender focal persons and gender representatives for the 11 new councils. These include Maputo, Matola, Maxixe, Inhambane, Massinga, Vilankulos, Chimoio, Beira, Quelimane, Nampula and Pemba.
- Hosting an Entrepreneurship workshop for GBV survivors and women in politics workshop as this is an election year for local municipalities.
- Extending the reach and depth of the Opinion and Commentary Service (see this section of the report).
- Deepening the media work through the COE and GMDC processes.

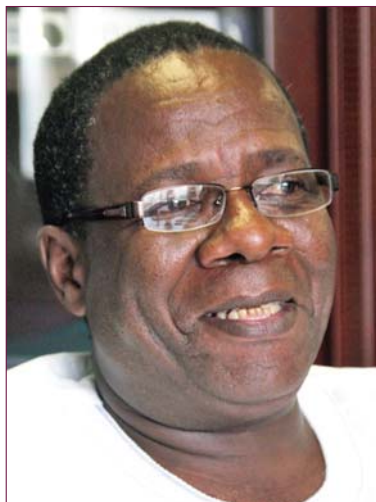


GL CEO Colleen Lowe Morna and Mozambique staff plan for the future.

Photo: Ruben Covane



LESOTHO



Rethabile Pholo - Board Member



Malepota Mafeka - Country Manager



Ntolo Lekau - Programme Assistant

FACT FILE

Country	Lesotho
Board Member	Rethabile Pholo
Staff Members	Malepota Mafeka - Country Manager Ntolo Lekau - Field Assistant
When registered	1 st of February 2011
Alliance focal network	Women in Law Southern Africa - (WLSA - Lesotho)
Governance COE's	30
Media COE's	-
Key partners	Ministry of Gender and Youth, Sports and Recreation; Ministry of Local Government and Chieftainship; Women in Law Southern Africa (WLSA); EU; UNFPA; UNDP; Irish Aid; Lesotho Council of NGOs); UNDP



IT skills: Clir Ts'epang Motselekase & Thato Mokuena.

Photo: Ntolo Lekau

"I am a member of Senekane Community Council and one of the representatives of the community council in Berea District Council. We are two people representing the community council in the District Council. I am also a member of the financial committee in the community council. I have a diploma in financial management from a college in South Africa.

I have had three training workshops with GL. I joined the first Training of Trainer (ToT) workshops in Lesotho. GL showed us how to make action plans. I have attended the COE action planning workshop. And I attended the pilot ToT training in Victoria Hotel in Maseru on 3 - 8 June 2012 for gender champions and focal points. I have a certificate that I am a gender champion in my council.

The training by Gender Links showed us how technology is important nowadays. I learnt IT for advocacy and campaign skills: for example, how to Skype, use of cell phones for emails and Facebook. I also learnt media skills for advocacy, which includes making videos, photos, newspapers, and adverts. I also learnt about sustainable development and how to overcome climate change. Gender Links taught us about gender based violence, conflict resolution and also doing action plans. I have learnt all these skills from GL.

I am going to apply what I have learned to transforming councillors and the community. I am using my cell phone to call people for meetings. I am taking pictures and I register attendance of meetings for evidence. I have so many plans but community councils do not have money. We want to try to implement our action plan in the community council and we want to see the gender action plan done.

*Thato Mokuena
Councillor, Senekane Community Council, Lesotho.*

When the Lesotho office reflects on 2012, hosting all the GL country facilitators to pilot Training of Trainers (ToT) for the drivers of change in local government stands out as a landmark. For the first time ever, we hosted a big event. Gender Links staff and Country Managers attended. This happened at the time when Lesotho was celebrating a new government that is formed by three different parties after the former ruling party failed to get the majority seats. We brought in the ten Principal District Gender Officers (PDGO) whom we work with, as well the Gender Focal Persons and Gender Champions for the Councils we work with.

Achievements

- All ten councils that GL is working with now have Gender Action Plans.
- Lesotho held peaceful elections that resulted in 49% women - the highest in the SADC region. Although this is lower than the previous 58%, it involved a less controversial quota (additional seats for women on a PR basis, with the constituency seats open to both women and men). This model, borrowed from Tanzania, is being replicated elsewhere in the region (see Zimbabwe). GL produced a pamphlet on the Lesotho elections (1000 copies in English and 5000 copies in Sesotho).
- GL has been in the forefront of profiling Lesotho's achievements in promoting women's participation in local government. In 2012, GL received welcome news of EU support for cascading the local government COEs. GL has also had the strong support of the gender ministry (see 2011 report) that is working alongside GL in the cascading of the COE's, taking on one council for every council that GL works with. The neighbouring councils are also engaging in peer learning and sharing.
- GL Lesotho hosted a Training of Trainers workshop held for ten Principal district gender officers, Gender champions and Gender focal persons for the ten districts rolling out the COE process.
- Ten old COEs now have Gender Focal Persons and Champions, people who will help the councils to mainstream gender issues in council's activities and within the communities.
- Cyber dialogues were held to empower communities within the COEs, giving them a platform to communicate with regional partners and stakeholders.
- Popularising the SADC Gender and Development Protocol; most of the communities did not know that Lesotho has signed the Gender Protocol and there are 28 targets to be achieved by 2015. GL Lesotho sent twelve participants to the 2012 regional Gender Justice and Local Government Summit in South Africa. One of the participants won the award in the GBV Prevention category and the other won the runner up award under the GBV Support category. One COE council attended the summit.
- In 2012 Lesotho became the sixth SADC country to enlist for the GBV indicators research, following firm support from the Minister of Gender and Youth, Sport and Recreation Chief Thesele 'Maseribane. The research is being supervised by the ten PDGOs, who received laptops and IT training to anchor the research. GL and the ministry plan to launch the research in June 2013.

Challenges:

- The COE process came to a halt during 2012 due to local government elections. This disrupted the process as the majority of the councillors with whom GL was working with, were not re-elected. This meant starting the whole process again with the new councillors.
- Low literacy levels of council staff causes delays in completing the COE process, as it take a long time for the councillors to understand and buy into the processes.
- COE councils are not autonomous, therefore they cannot make decisions without consulting the Ministry and, if the Ministry does not buy into the issue, even if the councils like it, they are not allowed to proceed with the activity.
- Councils do not have budgets dedicated for gender activities, the Ministry dictates council budgets, and therefore progress to mainstream gender into their activities becomes slow.
- Media work in Lesotho has been slow to take off, owing to difficulties of finding a media policy facilitator.

Lessons Learned:

- The importance of collaborating and strengthening relationships with the Ministry of Gender.
- Through advocacy initiatives during the 16 Days of Activism campaign, the public is now more aware of GBV issues and that more cases are being reported to the police.

Next steps:

- Host the first Lesotho national summit in March 2013, and participate in the regional summit.
- Ten new councils will be added to the COE process, bringing the total to 20.
- Finalising council Action Plans and get them signed, begin to backstop and monitor implementation.
- Launch the GBV indicators research, and mount advocacy campaigns around this.
- Link the research to work on ending GBV at local level and entrepreneurship training for survivors of gender violence.
- Support from GL Board Member Rethabile Pholo in reviving the media work.



PDGOs get ready to start the GBV indicators research.

Photo: Colleen Lowe Morna

Men leading from the front on gender equality: An “I” Story

By Rethabile Pholo - GL Board Member, Lesotho



Leading from the front - Rethabile Pholo.

Photo: Colleen Lowe Morna

It all began in 2005. I am a Communications Officer at the Lesotho Independent Electoral Commission (IEC), the position I held for seven years since I opened the office in February 1998. My work entails electoral information dissemination and voter education via several media - print, electronic and interactive intercourse. I get to meet diverse groups of the electorate from all walks of life - academics, entrepreneurs, teachers, students, semi-literate, illiterate, skilled, unskilled and the poorest of the poor at the grassroots. It is my responsibility to ascertain that they all understand and appreciate the electoral processes and the legal instruments that guide the electorate towards deciding their fate in governance.

The Independent Electoral Commission has come to terms with gender parity as we have just welcomed in our midst a new Commissioner: a woman who made history in Lesotho, becoming the first Mosotho woman to become an IEC Commissioner since its inception in September 1997. The new Commissioner, while a former employee of Ireland Aid in Lesotho, has a very strong NGO background, having been a voice of the voiceless in an NGO providing legal services to the marginalised, and a gender activist in her own right. She is passionate about gender issues. She made her feminine presence and instincts felt as soon as she got to grips with her responsibilities within the Commission. She is winding off her duties as Chairperson of the IEC (another first, as she is the first woman Chairperson of the IEC in Lesotho), during the month of April 2013 as her term ends.

I am sitting in my office on the 7th Floor, Moposo House, which also enjoys a panoramic view of the Hillside and Happy Villa suburbs of Maseru City. Ironically, it also enjoys a very good view of the country's major prison facility, a thing that keeps nudging one to be a trustworthy public servant for fear of ending up within the enclosures of the facility.

I am summoned to the office of the Director of Elections whereupon three new faces welcome me. These are the Director of Gender, 'Matau Futho-Letsatsi; the Community Outreach Officer, Litelu Ramokhoro and the Senior Gender Officer Deliwe Khambule. After an introduction by my Director, I am told that the delegation has visited the Commission to search for a gender focal person. This person would be responsible for all gender-related issues within the IEC; representing the IEC in all gender meetings and workshops - but most importantly to drive the then ambitious attempt to as much as possible attain gender parity within the IEC. What a mammoth task! I enjoyed the rare honour of sitting in the IEC employment panel to see that gender equality is observed at all times, though not frustrating the issue of academic background and experience.

I also became a member of the Inter-Ministerial Gender Focal Persons' Committee where focal persons from various government ministries and departments were represented and general gender issues discussed in the Ministry of Gender and Youth, Sport and Recreation.

By the time I left the IEC (May 2012) at the end of my contract, and through my efforts with the Chairperson, the Commission boasted gender parity for District Electoral Officers - five men and five women in 10 administrative districts. The Electoral Constituency Officers are 39 women to 71 men (42.9%). At Headquarters, there were around 30 women and 22 men. This is a clear manifestation that IEC, the institution that I proudly served, is very much gender sensitive.

Around October 2011, I was approached by the then GL Country Facilitator, Mpho Mankimane who asked me for my CV because she wanted to recommend me as a GL Board Member for Lesotho. I tried the 'hide-and-seek' game but to no avail. She was so persistent that I ended up surrendering, and here I am.

Since my appointment as the Board Member, I have tried my best to be almost 100% hands-on with the GL Lesotho staff. I try to be available as needed; even for presentations at occasions hosted by GL partners, the most difficult being when I was asked to give a talk on “Gay, Lesbian, Bisexual and Transgender Domestic Violence” at a function hosted by SHE-HIVE Association, an NGO meant for both men and women who are victims and survivors of GBV. I thought of nothing else but to fly high the GL flag, an institution that has touched the hearts of so many people and other institutions.

The heaviest challenge I faced with the GL Lesotho office, and through which we came unscathed but very proud, was the organisation and the launching of the first ever, Gender Links Country Summit held in Lesotho. It was such an overwhelming activity, and so awesome in itself that we really enjoyed the knocks that we faced along the way.

I have a very small office with only two women - the Country Manager and the Programmes Officer. They are **GIANTS** and I will forever honour them!

I am also very proud that we have just started our GBV indicators research that covered the whole country. At the time of writing my "I"-Story, the activity is underway; therefore, I am not in a position to issue consequential figures. I am currently faced with two major challenges. One: to instil as much information as possible to the hearts and minds of our people that talking gender does not mean talking "women". Yes! We are striving for the total emancipation of women, but not to the exclusion of men, girl-child, boy-child and the disadvantaged in terms of disabilities. And Two: To harness the media fraternity into making a lot of noise about gender issues and also to embrace them into the GL family so that they are better informed on gender issues and are able to become drivers of change.

This is my story. It emanates from an inspiration so deeply rooted; which would require another few more minutes to share. Suffice it to conclude by stating matter-of-factly that I am a Mosotho man who is so thrilled to be serving Gender Links, and who is also very proud to be a member of the GL Family, and continue to learn from the very best at all times.



Doing the honours - Pholo at the first Lesotho SADC Gender Protocol@Work summit.
Photo: Colleen Lowe Morna

To sum it all up, I quote one woman of substance, Colleen Lowe-Morna whom I respect and cherish; she says, *"As you start a climb, there is always that sense of the impossible. Then, eyes to the ground, one step at a time, the impossible becomes possible. There are thorns, stony patches, and steep inclines: each tests your endurance. But as you look back on where you have come, lights on the landscape become mere dots compared to the panoramic view unfolding"*.



Hands on: Ntate Pholo planting trees at the Gender Links office in Johannesburg.

Photo: Colleen Lowe Morna



NAMIBIA



Emily Brown - Board Member



Sarry Xoagus-Eises - Country Manager



Beverley Mpho Slinger - Programme Officer



Laurentia Golley - Programme Assistant

FACT FILE

Country	Namibia
Board Member	Emily May Brown
Staff Members	Sarry Xoagus-Eises - Country Manager Beverley Mpho Slinger - Programme Officer Laurentia Golley - Programme Assistant
When registered	February 2012
Alliance focal network	NANGOF
Governance COE's	18
Media COE's	1
Key partners	Ministry of Gender Equality and Child Welfare Ministry of Local Government, Housing and Rural Development; ALAN; NALAO; AMICAALL; Polytechnic of Namibia (PoN); NANGOF

"The council did not know the term gender mainstreaming before GL came. We were sitting in darkness. GL opened the eyes of the people that women can take up leadership positions in the community. There was no involvement of the council in gender based violence activities within the town. Culture and tradition played the role plus historical experiences.

In the past only men occupied key positions. That was the mind set of men and women. Men began to see women as equal partners in society when GL came.

Now we are knowledgeable about gender mainstreaming. We also accepted that women are partners and are equal before the law. The women gained some sort of self-esteem after GL trained us. It is only after GL came in 2009 that we had the first woman mayor in 2010. Her term was only for a year. She was not re-elected for another term.

Management positions in the council are re-elected every year in December. The council is now very gender sensitive when it comes to allocating positions. We have two female and five male councillors. We have a budgeted Gender Action Plan. The council allocates N\$30,000 every year towards gender mainstreaming.

We are also making press releases and going on radio and TVs to discuss gender based violence (GBV). We are asking the Members of Parliament (MPs) to make stiffer sentences for perpetrators of GBV. Some laws are old laws we inherited from the colonial masters and we need to review and replace them."

*Kleofas Gaingob, Mayor,
Outjo Municipal Council, Namibia.*



Hon Kleofas Gaingob Mayor, Outjo Municipal Council.

Photo: Gender Links



Opening of the Namibia office.

Photo: Mukayi Makaya

The ground-breaking Training of Trainers workshop in August 2012 that brought together gender focal persons and champions to kick start the process of gender mainstreaming and cascading of the COE processes in Namibia has given great impetus to our work. Working in partnership with the Ministry of Gender Equality and Child Welfare, this workshop created new energy and excitement for the COE processes.

Key achievements

- Garnering political support and buy-in to the COE process by the Ministries of Gender and, Local government, Housing and Rural Development.
- Signing MOU with AMICAALL Namibia - GL and AMICAALL Namibia have agreed to work together at a local level on interventions for HIV/AIDS and Care-work in line with the COEs Action Plans.
- The gender focal persons, who received training during the TOTs held in August 2012, are able to co-facilitate some of the stages of the COE process in the new Councils.
- Administration and collection of 677 Attitudes and Knowledge survey questionnaires on Gender-based Violence - Councils.
- Collected 68 "I" stories from survivors of GBV. These highlight real-life stories from community members who have experienced gender-based violence.
- Successful campaigns launched during 16 Days of Activism period.
- Key accounting systems put in place to support the offices' administrative duties.

Challenges

- Getting the Ministry of Gender Equality and Child Welfare to sign a Memorandum of Understanding (MOU) with the GL Office. The MOU remains in draft format.
- The relationship between the Gender Focal Point (GFP) and Gender Champion (GC) presents a bottleneck because GFPs operate at a technical level and the GC at a political level. The bureaucracy and reporting lines make it challenging for effective collaboration.
- Technical capacity gaps of the gender focal persons and the gender champions.
- Lack of gender mainstreaming training for Councilors and staff.

- Councils have not yet taken full ownership of the process; budget allocations do not support gender-mainstreaming initiatives.

Lessons learned

- That the cascading of COEs is a reality that needs support from all partners.
- Through teamwork at the Council level, in terms of political and corporate aspects, it is possible to create a winning COE.
- Successful partnerships with civil society and government partners is essential for information-sharing e.g. linking national processes to regional processes in the SADC countries for e.g. National Summit leads to Regional Summit.
- The use of networks for institutional strengthening and capacity building is essential.
- Political navigation skills and diplomacy are essential where there is conflict between Council officials.
- It is sometimes necessary to move at the pace of a Councils' planning schedule in order to make progress, for example, getting clearance for important dates like inception workshops.
- Capacity and clear roles and responsibilities are important when managing tight schedules such as when planning and organising the Summit.

Key priorities for 2013

- Preparations for the national Summit and the regional Summit.
- Finalise MoUs with the Ministry of Gender, NALA and ALAN.
- Support Councils in their gender mainstreaming efforts.
- Preparatory work for the adoption of a Statement of Commitment with the five Councils: Tses, Berseba, Maltheo, Grotfontein, Otavi and Outjo.
- Roll out of stages 1-5 the COE process with the new councils.
- Strengthen the relationship with the European.
- Administer 400 GBV Attitudes questionnaires, Citizen Score Cards and the Knowledge Quiz, and to collect "I" Stories within all the COE councils.



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

Photo: Gender Links



SOUTH AFRICA



Thoko Mpumlwana - Board Member



Nthombi Mbadlanyana - Gender Justice & Local Government Country Manager

FACT FILE

Country	South Africa
Board Member	Thoko Mpumlwana
Staff Members	Nthombi Mbadlanyana - Gender Justice & Local Government Country Manager
Alliance focal network	In the process of building strategic partnerships with other ngos
Governance COE's	12
Media COE's	22
Key partners	South African Local Government Association (SALGA)

In 2012, GL joined UNWOMEN's Gender Equality Fund, a stiff global competition with several rounds and gruelling demands. The funding provides dedicated resources (for the first time) for GL's work at the local level in three provinces of South Africa. The proposal to extend the COE model to five more councils in each of the three provinces where GL has been active and has conducted GBV indicators research (Gauteng, Limpopo and the Western Cape) is based on the results achieved in the initial pilot phase (ten councils) and the three Gender Justice and Local Government Summits held in South Africa.

Opening the third Gender Justice and Local Government Summit in April 2012, Minister of Women, Children and People with Disability Lulu Xingwana commended Gender Links for the unique COE model and stressed the need to upscale these efforts in all the ten countries of the Southern African Development Community (SADC) where GL is working including South Africa. In a letter endorsing the proposal, Director General in the Ministry Dr Nonhlanhla Mkize wrote: "South Africa is pleased to host GL with which it has a good working relationship. As a signatory to the SADC Gender Protocol, we endorse the campaign to empower women economically at the local level through the holistic COE model."

The other major strategic partner in the implementation of this initiative is the South African Local Government Association (SALGA).



Lighting the way: Xingwana and Deputy Preside Kgalema Motlanthe.

Photo: Colleen Lowe Morna

My most memorable moment with GL was returning for the fourth time after my last departure! I returned on the 1st of April 2012 just before the Third Annual Gender Justice and Local Government Summit. Since then, South Africa has been a hive of activity. For much of 2012, I worked in Limpopo on the Irish Aid project - a unique partnership between the provincial government, GL and Irish Aid (see partnerships section). In late 2012, after passing the hurdles in several stages, UNWOMEN announced that GL would become a recipient of the Gender Equality Fund.

Objectives

- A cadre of “drivers of change” (gender champions and gender focal points in each of the 15 councils; 20 councillors and officials in each council) as well as the South Africa Local Government Association (SALGA) gender provincial officers in each province who guide the process and assist in cascading it after the programme comes to an end.
- 15 costed local level gender action plans aligned to the SADC Gender Protocol with flagship programmes on local economic development; care work; climate change; and GBV; 3000 community members empowered to claim their rights and monitor implementation of gender.
- 1,500 women, especially survivors of gender violence, economically empowered as a result of the COEs through access to productive resources, knowledge and expertise.
- Knowledge enhanced and shared and awareness is raised through 135 good practices on empowering women and ending violence at the local level using the SADC Gender Protocol as well as at least 15 high profile campaigns.

Key Achievements

- Secured funding for the COE process through the UN Women Fund for Gender Equality.
- GBV Indicators Research piloted in the Limpopo Province.
- Project Management of the Irish Aid- GBV Witchcraft Accusations Project with Vhembe and Mopani District Municipalities.

“Women's political empowerment is an important, but insufficient, step in closing gender gaps in society. Since the advent of democracy in South Africa 18 years ago, rapid strides have been made in advancing women's political participation. This is still not matched in the economic arena, where women remain the majority of the poor, the dispossessed, the unemployed, and those who lack access to land and housing. High levels of gender violence, HIV and AIDS threaten to roll back fragile gains and add to the unwaged work of women. Women's inferior economic status is both a cause and effect of these inequalities, as women who have greater economic agency also exercise greater choice and control over their lives. They also have greater access to the law, the courts, and redress. Women constitute 38% of all councillors in South Africa: a formidable force for change at the local level. The major challenge facing the country is how to progress from women's political representation, to gender responsive governance, or from “jobs for the girls” to gender equality for the nation.”

- GL proposal to the Fund for Gender Equality.

- Capricorn District Municipality won overall Best COE Council at the 2012 Gender and Local Government Summit.
- Gender Action Plans were developed and incorporated into existing Integrated Development Plans (IDP) of the current COE councils.
- Mossel Bay Municipality in the Western Cape hosted their “No More Victims Summit” which was modelled on the GL Local Government Summit.
- Successful facilitation of Cyber dialogues during the Sixteen Days of Activism. These empowered communities and civil society organisations within the COE's by affording them the opportunity to communicate with other colleagues across the SADC region.

Key Challenges

- COE process in South Africa was suspended in 2012 due to a lack of funding to roll out the project in all the provinces.
- Impact of the 2011 local government elections negatively affected the COE process as some councils did not continue with the COE process after the elections.
- Political and vast geographical terrain, uncoordinated approach to working with various stakeholders negatively influenced the COE process.
- Bureaucracy and administrative dynamics within councils may threaten political buy in and support.

Lessons Learned

- To be aware of the political environment and be sensitive when approaching councils to ensure the correct level of political buy in and support.
- There is need to rethink and reformulate the strategy for implementing the COE process in South Africa.
- The need to create awareness amongst political management to ensure adequate endorsement of the COE process at the highest levels.

Key priorities for 2013

- SWOT Analysis of COE process to be linked with the visibility of GL operation in South Africa and the impact of the COE process.
- COE process Training of Trainers - this will include Gender Focal Persons and Gender Champions from different councils across the provinces.
- Cascading of the COE process and creating twinning arrangements within the different councils.
- Roll out of the COE process to the new councils within the provinces.



GL South Africa Manager Ntombi Mbadlanyana and Aganang Mayor Cllr Molabedi signing the COE Aganang Local Municipality Commitment Pledge at the launch of the Local AIDS Council. Photo: Nomthi Mankazana



ZAMBIA



Sarah Longwe - Board Member



Faides Nsofu - Country Manager



Cynthia Kalizinje - Field Assistant

FACT FILE

Country	Zambia
Board Member	Sarah Longwe
Staff Members	Faides Nsofu - Country Manager Cynthia Kalizinje - Field Assistant
When registered	14 December 2011
Alliance focal network	Women and Law In Southern Africa (WILSA) Regional Office
Governance COE's	13
Media COE's	7
Key partners	Local Government Association of Zambia; Ministry of Gender and Child Development; NGOCC; WILSA (Regional)

"In Zambia we have had four constitutional reviews in a span of 10 years with each new government. The current new government has started the process again of revising the Constitution. We have asked that affirmative action should be translated into 50:50. Women are saying "no women no constitution". We were protesting against some of the provisions left out the previous draft. It was to our advantage that the bill was defeated in parliament. The



Matrine Bbuku Chuulu.

claw back clause was saying any law could discriminate in personal matters of marriage, divorce, and inheritance. It allowed discrimination in areas of personal laws. It defeated the whole issue of non-discrimination and the gender equality clause.

We mobilised as alliance members of the constitutional and legal rights cluster both at CSOs and government level to help in the drafting and submission of comments. We target at various levels. At the community level, we are sensitising the people about what the Protocol says on Constitutional reviews. We are also targeting women's caucuses in Parliament. We also target umbrella bodies in terms of women's movements and the gender machineries like ministries of gender, justice, and the SADC Gender Unit at the regional level. We are also targeting several thematic groups like GBV.

We are targeting service delivery ministries like local government, health, education, and home affairs in terms of access to justice. We also target focal persons in all ministries and the provincial and district levels. We targeted judges, magistrates and local courts. Also the technical committees drafting the constitution and even the heads of states during their summit through SADC-CNGO.

We are using articles 1 to 4 on constitutional legal rights. These articles state how states should engender their constitutions. By 2015 the states should have come up with principles like affirmative action, dropping discriminatory clauses, claw back clauses and enhancing women's rights in the bill of rights." *Matrine Bbuku Chuulu, Regional Director, WLSA*



Faides Nsofu giving instructions to participants during a COE workshop in Lusaka, Zambia.
Photo: Cynthia Kalizinje

On my return from the exciting Lesotho Training of Trainers workshop, I got a call from head office: the CEO was on the line. We discussed many things. One concerned the transfer of Albert Ngosa, the Zambia Programme Officer to HQ, to take up the newly created post of audio-visual officer. With mixed feelings, I accepted as I could not say no. I could see the benefits for my colleague; growth for him and the organisation. We felt honoured and appreciated as an office by recognising the contribution we make in Zambia and how that contributed to the organisations' vision. However, in spite of all that, it was still a painful moment. On the bright side Cynthia Kalizinje, who had been interning with us and cut her teeth with the office during our first summit in 2012, stepped up to the plate and has replaced Albert. This has been an important lesson in succession planning. During 2012, the Zambia office had the support of our newly appointed resident Board Member, Sara Longwe. We opened bank accounts, addressed statutory matters and forged ahead with programme work. GL Zambia became the fifth SADC country to participate in the GBV Indicators research, with the support of the gender ministry and UNFPA. Our work is growing in breadth and depth.

Key achievements

- Financial support for the National Gender Justice and Local Government Summit from UNICEF through the Ministry of Gender and Child Development.
- Implementation of the GBV Indicators project in the four COEs namely Kasama, Kitwe, Mansa and Mazabuka with funding from UNICEF through the Ministry of Gender and Child development.
- Successful piloting of the COE process during the Sixteen Days of Activism.
- Successful Training of the trainers for COE cascading for the new 12 councils and the rollout of the COE stages.
- Emerging evidence of local government work in Zambia and synergy within partnerships as evidenced at the Regional summit and the number of awards won by Zambian Participants.
- Successful launch of the national and regional Barometer with collaboration from the Alliance partners and the Ministry of Gender and Child Development.
- Transfer of a Programme Officer to Regional office evidence of capacity building at country level.

- Signing of the Statement of Commitments by four councils, showing commitment of the implementation of the Gender Action plans at local level.
- Working with the media during 16 Days of Activism campaign and the empowerment workshops in five councils continues to raise the Zambia office profile.
- Strong partnerships with the Ministry of Gender and Child Development and UNICEF as evident in the financial support for the year 2012.
- Continued partnership with the Local Government Authority of Zambia as we are still housed in their offices.
- High levels of buy in from the councils through the Annual conferences held by Local Government Authority of Zambia.
- The office successfully verified 14 COE councils out of the 22 COE under the COE process. All the councils verified have Gender Action Plans and will be platform to show case their good practices at the National Summit.

Key challenges

- Getting in country funding for the COE cascading process.
- Signing of Statements of Commitments by the old Councils.
- Transfer of key personnel in the COE councils, as we have to redo stage one in almost all the councils to get buy in with the new management.

Lessons learned

The Lesotho TOT presented a good learning opportunity for the COE cascading process. There is need to raise a good profile for the organisation in order to attract in country funding. There is still much to be done, but we are limited by funding. The lesson is to intensify in country fundraising which will support country activities.

Key priorities for 2013

- Intensify fundraising for the COE cascading process in Zambia.
- Expanding COEs council to 50 and getting all the old COE councils to sign the Statement of Commitment.
- Signing MoU with the Ministry of Gender and Child Development.
- Get buy in with the Ministry of Local Government and Housing.
- Host the SADC Gender Protocol@Work Summit bringing synergy to media, alliance and governance work.
- Complete the GBV National Baseline Survey.



Driving change in Zambia after the launch of the 2012 Barometer.

Photo: Cynthia Kalizinje



ZIMBABWE



Pat Made - Board Member



Priscilla Maposa - Country Manager



Tapiwa Zvaraya - Field Assistant



Namatai Moyo - Finance Officer

FACT FILE

Country	Zimbabwe
Board Member	Pat Made
Staff Members	Priscilla Maposa - Country Manager Tapiwa Zvaraya - Programme Officer Namatai Moyo - Finance Officer Loveness Pfumi - Office Administrator
When registered	March 2012
Alliance focal network	Women's Coalition of Zimbabwe(WCoZ)
Governance COE's	23
Media COE's	2
Key partners	Ministry of Women Affairs Gender and Community Development, Ministry of Local Government Urban and Rural Development, Zimbabwe Local Government Association [ZILGA umbrella body for Urban Councils Association of Zimbabwe (UCAZ) and Association of Rural District Councils in Zimbabwe (ARDCZ)], Women's Coalition of Zimbabwe(WCoZ), Women In Politics Support Unit (WIPSU), Zimbabwe Women's Resource Centre (ZWRCN)



Loveness Pfumi - Office Administrator



Netsai Mushonga.

“For us in Zimbabwe the Protocol has been used in the constitution making process that started in 2009. The Protocol says that by 2015 countries should have enshrined women's rights by international standards within their national constitutions. And when Zimbabwe began making a new Constitution we saw it as an opportunity

to lobby our government to put in all the 28 targets of the SADC Protocol on Gender and Development into that new Constitution.

So our technical experts who are the Zimbabwe Women Lawyers Association picked most of their themes from the

SADC Protocol on Gender and Development and also picked their standards from the women's participation in governance, the economic empowerment of women, rights to education, rights to social economic, and rights such as shelter. And when we negotiated with the various stakeholders within the process we kept reminding them that Zimbabwe signed the Protocol, Zimbabwe ratified the Protocol, so now we needed to domesticate the Protocol by including it within the new Constitution. We wanted the standards in the new Constitution to match with the standards in the SADC Gender and Development Protocol. This was the opportunity to begin to align our constitution with the international standards. We are delighted that the new Constitution adopted on 16 March 2013 covers 75% of the demands made by women. The Constitution enshrines gender equality and affirmative action; it has a quota for women at the national level (though not the local level); and it enshrines socio-economic rights.”

- Netsai Mushonga,
Women's Coalition of Zimbabwe

Registered in March 2012, the Zimbabwe office took off with gusto last year thanks to support from Sida for the local government work, and UNWOMEN, for the GBV Indicators. With limited time and resources, GL Zimbabwe staff moved to new offices, made headway with COE work, and pulled off a national GBV survey with over 6000 respondents.

Key achievements

- At national level the adoption of the new Constitution offers a key enabling environment for work on gender equality.
- Securing in-country donor funding for its programmes and institutional development. Being a fully-fledged country office with its own resources and working space. The GL CEO and Sida officially opened the offices in December 2012.
- Successfully hosting Zimbabwe's first ever in-country Gender Justice and Local Government Summit in 2012.
- Twinning arrangements for combined workshops for COE councils has proved to be a breakthrough, as it not only brings into focus GL's value for money concept but learning of councils from each other.
- In kind support by Councils that reduced budgetary pressures and enhanced ownership.
- Successful TOT that saw gender champions and gender focal persons become part of a Centres of Excellence cascading process with the view of reaching 92 councils by 2015. Implementation of the COE activities is beyond the scope of one NGO. It is also not desirable that GL drives every one of the COE stages and therefore ownership is important and this underpins the Memorandum of Understanding (MoU) between GL and the Zimbabwe Local Government Association (ZiLGA). Some Gender focal persons are helping with facilitation of some modules of the COE process. Gender mainstreaming needs to be embedded within councils and council practise and as such this model is proving to be very effective.
- Undertaking the Gender Based Violence survey in partnership with the Ministry of Women Affairs Gender & Community Development.

Key challenges

- Political will and buy-in by collaborating partners and other stakeholders that supports programme work and office activities.
- Budgetary constraints for holding off-site workshops.
- Scheduling COE workshops has also proved to be a challenge as COE councils have other programmes and at times, the dates coincide with internal business like committee meetings and so forth.
- Monitoring & Evaluation - The administration of institutional M & E forms has been difficult as people cite that the questionnaire is long and time

consuming, and many of the old partners have already completed this form.

- While gender focal persons have been helpful and assist in taking forward the COE process, most of them hold key posts in council thus they are overwhelmed with their core duties. At times, they are not available when we need them mindful that we would want to accomplish more in terms of cascading the COE process.
- Attending to non-GL partner events has proved challenging. This is due to the high volume of work and pressure to cascade the COE processes, we therefore sacrifice support to partner events, this does not sit well with key partners.

Lessons learned

- The importance of the willingness, ability, and flexibility to change our strategies, and to be sensitive to the issues that affect our councils and partners.
- Community events at grass roots level bring out the impact of activities on the ground rather than relying only on workshops. Councils are willing to implement their action plans; however, they lack the necessary funding. Presently, GL in partnership with Urban UCAZ/ WLGF is assisting councils to undertake campaigns at the grassroots level and this is proving to be effective.
- Over the last year, the office has learnt that the importance of managing and nurturing partnership. It is advisable to consult with partners, and get buy-in as sometimes they have their own way of operating, it then becomes important that there is clear understanding by all concerned.

Key priorities for 2013

- Successful hosting of National Summit.
- Launch and Advocacy around the GBV Baseline Study.
- Cascading the COE process to the identified new councils.
- To attend and support partners' events as a strategy for relationship building.



Tarisai Nyamweda interviewing Jenifa Dube a market stand owner and a beneficiary from the Beitbridge Town Council local economic development programme.
Photo: Fanuel Hadzizi

RESULTS

Results for change



Checking up on change: GL Mozambique Country Manager Mevasse Sibia, and the Mayor of Mandlakazi, Helena Langa, during summit verification, Mandlakazi.

Photo: Caitlin Bentley



"I believe I changed because of the knowledge I gained in Gender Links training and workshops. Gender Links can take credit for this change that I have personally experienced. They have had a direct impact on my growth because of the content and awareness of social structures that are at play in different countries."

Francis Chikunkuzeni, Polytechnic of Malawi

The SADC Protocol on Gender and Development is both the foundation and the **macro** level framework within which GL delivers its programmes. At the macro level, GL will work at national and regional level GL works with decision-making structures to ensure that the relevant laws and policies are in place to create an enabling environment for gender equality. In line with this approach, GL has worked with four SADC countries to put in place a costed national gender action plans in the Alliance programme.

The ultimate goal is to change the individual conditions that women and men find themselves in that perpetuate gender inequality. GL uses three strategies to realise the change it would like to see.

- **Institutional change:** GL works at an institutional level with local government and the media. These are deliberate choices. Local government delivers governance to communities and is best placed to change how communities work. The media reaches mass audiences and can influence social agendas. The local government and media Centres of Excellence programmes drive this strategy by working towards gender mainstreaming in the institutions and in their work.
- **Drivers of change:** The second strategy is to work through change agents to cascade the gender equality gospel. The change agents contribute to transforming the socio-economic and political context. These agents include gender aware women and men in decision-making; gender champions in local government; citizens through gender and media literacy courses; academics in training institutions and other stakeholders.
- **Changes in attitude:** The last strategy and probably the most challenging are to change women and men's attitudes about gender: to break the patriarchal stranglehold that is used to perpetuate gender inequality.

Criteria		Examples of GL tools	What do they measure?
Principle: Voice and inclusion			
<ul style="list-style-type: none"> Are the perspectives of beneficiaries included in the evaluation? Are the perspectives of the most excluded and marginalized groups included in the evaluation? Are the findings disaggregated according to sex, disability and other relevant social differences? Did beneficiaries play an active role in designing the evidence gathering and analysis process? 		Testimonial evidence (personal accounts from survivors of gender based violence (GBV) or "I" stories; changing lives case studies)	<ul style="list-style-type: none"> GL gathers testimonial evidence from survivors of violence; beneficiaries of GL programmes and those in the media and local government who are making a difference. These include women and men who are amongst the most excluded and marginalised such as women GBV survivors and unemployed women and men. All GL's findings are disaggregated by sex. The "I" stories methodology emerged from GL's long history of working with survivors of violence who needed a way to make their voices heard.
Principle: Appropriateness			
<ul style="list-style-type: none"> Are the data collection methods relevant to the purpose of the enquiry and do they generate reliable data? Is the size and composition of the sample in proportion to the conclusions sought by the enquiry? Does the team have the skills and characteristics to deliver high quality data and analysis? Are the data analysed in a systematic way that leads to convincing conclusions? 		Scorecards to establish baselines and measure progress in gender mainstreaming in the local government and media centres of excellence (COEs)	<ul style="list-style-type: none"> The scorecards include criteria that measures institutional transformation as well as changes in delivery of the institutions work. The data is verified by GL staff as well as independent third parties at the Summits. All COEs are assessed with the scorecard. GL staff compiles a consolidated country analysis and regional analysis. They are experienced in their fields. The analysis is used to identify key lessons and guide the process.
Principle: Triangulation			
<ul style="list-style-type: none"> Are the different data collection methodologies used and different types of data collected? Are the perspectives of different stakeholders compared and analysed in establishing if and how change has occurred? Are conflicting findings and divergent views perspectives presented and explained in the analysis and conclusions? Are the findings and conclusions shared with and validated by a range of key stakeholders (e.g. beneficiaries; partners; peers)? 		GBV Indicators research (to establish baselines for GBV)	<ul style="list-style-type: none"> The GBV Indicators research utilises six data collection methodologies to establish the extent, effects and response to GBV. GL gathers case studies from government and civil society organisations to illustrate different strategies used to prevent, support or respond to GBV. Different institutions have different perspectives on the why the levels of GBV are so high, these are included in the reports and compared to the results emerging from the research. The preliminary findings are presented to a multi sector reference group established at the inception of the project.
Principle: Contribution			
<ul style="list-style-type: none"> Is a point of comparison used to show that change has happened (e.g. a baseline; a counterfactual comparison with a similar group)? Is the explanation of how the intervention contributes to change explored? Are alternative factors (e.g. the contribution of other actors) explored to explain the observed result alongside our intervention's contribution? Are unintended and unexpected changes (positive or negative) identified and explained? 		Principle: Contribution Progress studies (Gender and Media Progress Study)	<ul style="list-style-type: none"> GL conducted the first Gender and Media Baseline Study (GMBS) in 2003 to establish the proportion women sources in the Southern Africa media. A follow study, Gender and Media Progress Study (GMPS) occurred in 2010. The study included an explanation of GL's interventions of the previous seven years and their impact. The media, like many other institutions, are experiencing a financial crisis; this was explored in the research findings. The GMBS did not include general media practice. The follow up study considered criteria such as single versus multiple source stories. The results GMPS showed a 2% increase in women sources in seven years. The study explored why this was the case.
Principle: Transparency			
<ul style="list-style-type: none"> Is the size of the group from which the data is being collected explained and justified? Are the methods used to collect and analyses data and any limitations of the quality of the data and collection methodology explained and justified? Is it clear who has collected and analysed the data and is any potential bias they may have explained and justified? Is there a clear, logical link between the conclusions presented and data collected? 		Research methodologies (Media; GBV; local government; training institutions)	<ul style="list-style-type: none"> In all GL research, the size of the sample is determined using the principles of social science research. All research includes a methodology canvassed with a reference group and includes a section on limitations. Researchers are generally independent. Where the possibility of bias exists, it is explained. The research methodologies and data gathering are based on well-documented indicators.

MONITORING AND EVALUATION



Kubi Rama (left), GL COO manages GL's Monitoring and Evaluation.
Photo: Gender Links



Fanuel Hadzizi, Monitoring and Evaluation Programme Officer.
Photo: Gender Links

The collection and gathering of evidence is a complex exercise. As part of the Learning Partnership within the DFID PPA, GL is testing the principles of credible evidence compiled by BOND, a United Kingdom membership body for NGOs working in international development. A description of the principles, the criteria, example of GL tools and what they measure is provided in the table. To answer these questions, GL has developed a "Results for Change" manual that covers monitoring, evaluation, knowledge, learning and innovation. GL has a range of tools to measure the following:

Is the work is being done? Every event that GL participates in or initiates is recorded using an online form that captures sex-disaggregated data on who participated; where; what they did; outcomes (evaluation forms); audio visual and visual outputs; reports and action plans. The latter are loaded onto the website. For example, each COE that GL works with has a web page and report card of every stage completed, accompanied by a report.

Is the work creating ripple effects?

With its motto "Making IT work for gender justice" and media grounding, GL believes in ensuring that all outputs get packaged in multi-media formats and widely distributed. Research is written up in accessible formats, including fact sheets, DVD's and radio products. The Opinion and Commentary Service (see earlier report) is one important tool for achieving this. GL tracks the extent to which the organisation's work is covered in the media; monitors website, list serve and new media statistics, website comments; queries received and feedback received. This information provides vital data on indirect beneficiaries.

Is the work changing organisations? GL is currently working with about 300 institutions - 100 in the media

and 200 in local government - that have elected to become Centres of Excellence for Gender. GL has worked with these organisations in devising score cards administered at the start of the process and at annual intervals during verification exercises. In February 2013, GL visited 112 institutions in twelve that had completed and are now implementing their gender action plans to verify if these are on course. The institutions then presented progress at their national summits, with independent judges acting as final arbiters.



"I have learned that gender is a part of our everyday lives. We live gender, so to speak. Some of the knowledge I have gained from Gender Links has proved useful even in my private life. As a mother, wife and professional I understand the balancing act women often have to contend with. I can also say I have also learned leadership and newsroom management skills from my brief encounter with Gender Links"

- Malisema Mahloane, Lesotho

Is the work changing people? GL believes in the adage, "be the change you want to see in others." Change begins with the women and men we work with. GL has three series - *Changing Lives; Women and Men in Politics and in the Media Making a Difference*. GL houses these stories on the website under the header: "Making a difference". Rich examples adorn this annual report.

In the justice programme, GL has pioneered "I" stories or first-hand accounts of women's experiences of violence, and has followed up on how telling these stories contributes to healing. As a next stage, the GL governance and justice programmes will work with survivors of gender violence to empower them

economically. GL seeks to understand better the links between women's agency and ending GBV.

Is the work changing attitudes? GL makes use of an attitude quiz that forms part of the GBV indicators research to gauge gender attitudes of women and men. GL has now devised a Gender Progress Score (GPS) for measuring attitudes at various levels (see innovation). This tool is used in the Barometer to measure the extent to which attitudes are changing at national and regional level. GL is now administering this to representative samples in

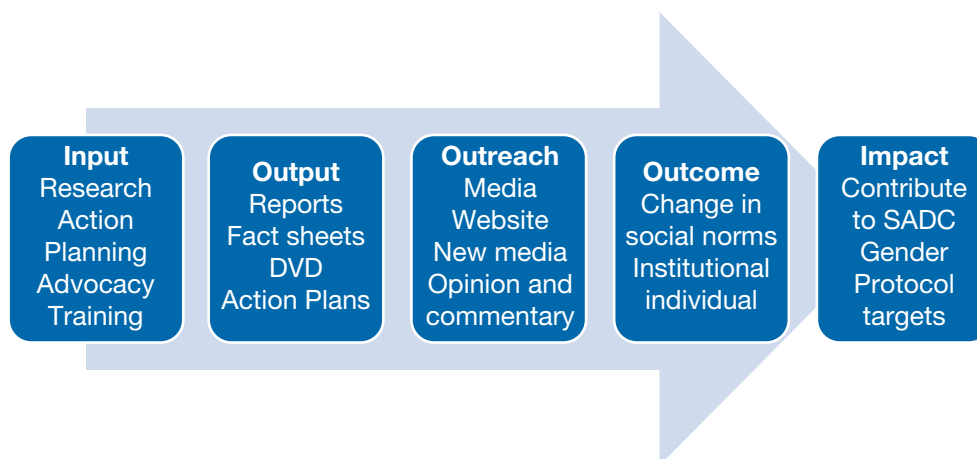
localities of all countries where it has local government work. This will be used to measure the extent to which attitudes change at the local level as a result of the work on the ground.

Is the work changing our region and the world? GL has several research tools that measure change at the impact level (change that GL contributes to.) This includes the annual SADC Gender Protocol Barometer, the Gender and Media Progress Study and ongoing monitoring in media houses, the tracking of women's representation in politics at national and local level, as well as the GBV Baseline Studies. These results focus on Southern Africa

but link to the broader goal of achieving MDG 3. During the Commission on the Status of Women meeting in New York, GL shared the Barometer and GBV Indicators study with various audiences.

External evaluations

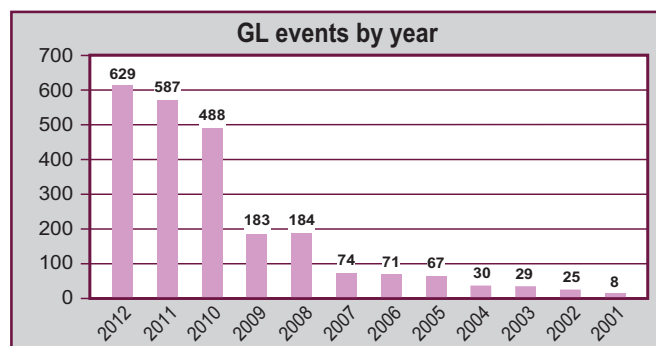
External evaluators frequently verify GL's work. Every five years GL undergoes an external evaluation (2006 and 2011). GL has had several programme evaluations, most recently the Independent Progress Review of GL's Programme Partnership Arrangement (PPA) with DFID, that GL has drawn on and quoted in this report.



The diagram illustrates GL's results chain from inputs, to outputs, to outreach, to outcomes, to the impact we seek - implementation of the SADC Gender Protocol targets.

Outputs

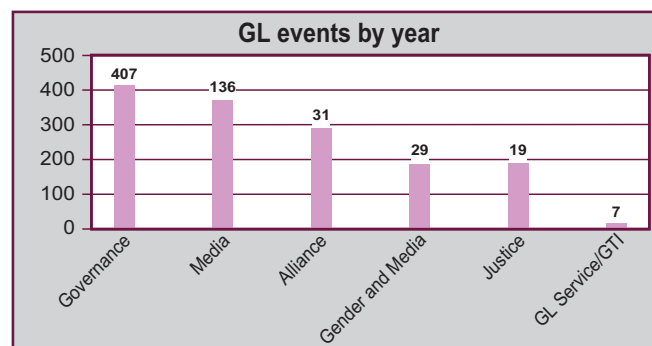
In 2012, GL ran 629 events. During the 2011 financial year, GL ran 568 events. GL ran 61 more events in 2012 than in the previous year. This represents an 11% increase from 2011 to 2012.



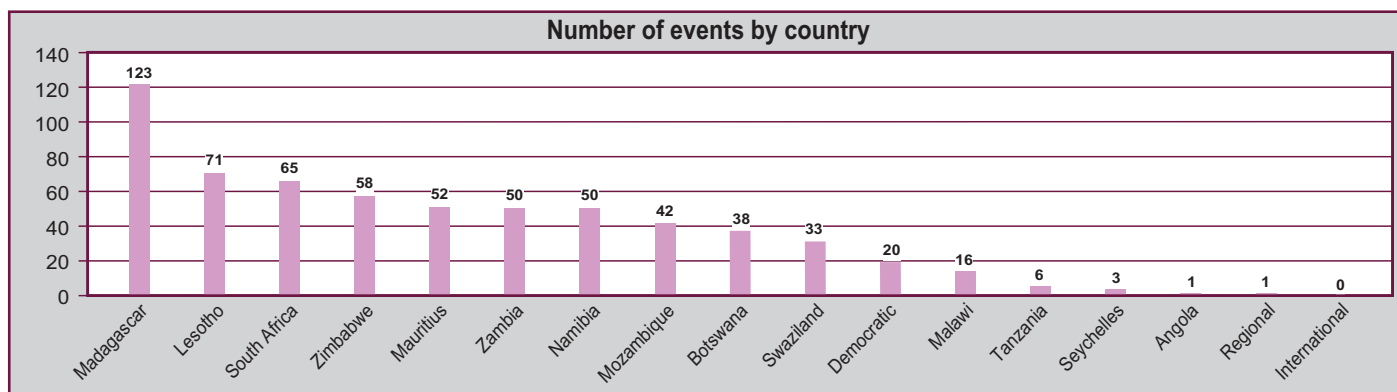
During 2012, the Media COE process moved into stage seven. Stage seven is a ten module thematic training on the job training for journalists in media houses. This accounts for a 33% increase in the number of workshops in the media programme.

Here we provide a summative report of the results achieved in 2012 (these are reported on in greater depth under each programme).

As in 2011, the GL governance programme had the highest number of events. This programme grew from 327 events in 2011 to 407 in 2012. This represents a 24% increase in activities in the Governance programme in 2012.

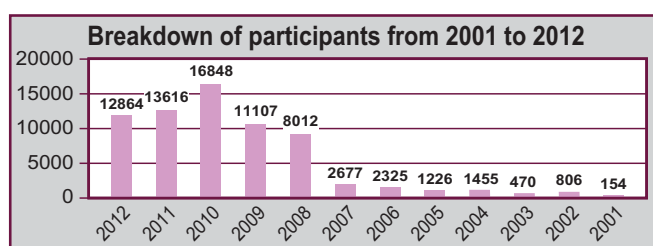


The Justice programme has decreased from 62 in 2011 to 19 events in 2012. The Justice and Governance programmes are working in close synergy. Most of the Justice programme is located within local councils and integrated into the local government COE process. Most of the justice activities concerned reference group meetings for the GBV Indicators research.

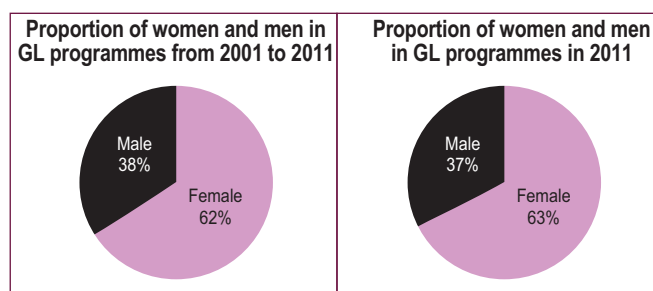


For the second year, Madagascar leads with 123 events. Lesotho is in second place with 71 events. There are small increases in events in all countries. GL is very pleased with the growth in the DRC where it has no institutional base. GL works with partners. The DRC experienced an increase in programme activities from four in 2011 to 20 in 2012.

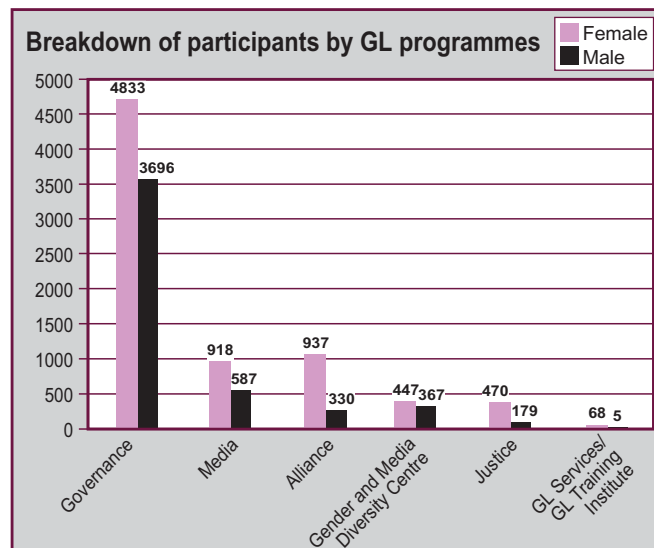
GL reached a total of 12,864 people directly in last year. This represents a drop of 752 people from the previous year. The reduction in the number of participants is part of GL's continued effort to go for depth rather than breadth in its work.



Breakdown of participants from 2001-2011				
Year	Female	Male	Unknown	Total
2001	103	51		154
2002	536	270		806
2003	301	169	118	470
2004	852	485	36	1455
2005	739	451	272	1226
2006	1276	777	0	2325
2007	1543	1134	3101	2677
2008	3111	1800	1203	8012
2009	6306	3598	10901	11107
2010	3488	2459		16848
2011	8526	5090		13616
2012	7675	5189		12864
Overall total				71560



Over the last 12 years, GL has reached 71560 people directly through its programmes. Of the total 62% were women and 38% men. In 2012, GL worked with 60% women and 40% men across all its programmes. The proportion of women and men has remained consistent over the last 12 years. As part of its mission, GL works with women and men to promote gender equality in the SADC region. GL is clear that its work needs to involve women and men. GL's statistics show that each year 30 to 40 percent of the participants are men. GL seeks to build on this strength. The approach focuses on challenging men's attitudes and perceptions about women.



In 2012, the highest number of participants was in the GL Governance programme with a total 8529, 57% women and 43% men. This programme also had the highest proportion of men. There has been a 5% increase in the proportion of men participating in the GL Media programme. In 2011, men constituted 34% and in 2012, 39% of the total number of participants. As a networking programme, the number of direct participants in the Alliance programme understates the full extent of which this programme reaches a broad range of participants (the concentric circles from the direct intervention). However, in the 2011, annual report GL expressed a concern that men constituted only 25% of the participants in the programme. In 2012, this number increased to 26%. The Alliance programme requires concerted strategies to increase men's involvement in the campaign to implement the SADC Protocol on Gender and Development.

Breakdown of participants in GL events by country					
COUNTRY	Women	Men	Total	% women	% men
Regional meetings	21	38	59	36%	64%
Zimbabwe	779	901	1680	46%	54%
Mozambique	277	276	553	50%	50%
DRC	110	109	219	50%	50%
Malawi	236	226	462	51%	49%
Tanzania	78	74	152	51%	49%
Lesotho	529	487	1016	52%	48%
Botswana	445	362	807	55%	45%
Namibia	551	431	982	56%	44%
Zambia	596	411	1007	59%	41%
Swaziland	378	223	601	63%	37%
Madagascar	1976	1062	3038	65%	35%
South Africa	1016	434	1450	70%	30%
Angola	23	9	32	72%	28%
Seychelles	52	11	63	83%	17%
Mauritius	618	125	743	83%	17%
Total	7685	5179	12864	60%	40%

As in 2011, Madagascar had the highest number of participants, followed by Zimbabwe, South Africa and Lesotho. As women always predominate in GL events, the table is ordered in descending order according to the percentage of male participants (40%) overall. This shows that the highest percentage of male participants (and only case in which men exceed women) is regional meetings (64%). GL programmes in Zimbabwe, Mozambique, DRC, Malawi, Tanzania, Lesotho, Mozambique and Malawi came close to gender parity. Men comprised less than 30% of participants in South Africa, Angola, Seychelles and Mauritius. Other countries fell within the overall GL average of 30% to 40% men. These statistics show that there are significant country differences within the overall GL average that need to be engaged with as we strive to achieve 50/50 in all our areas of work.

GL documentary outputs								
Programme	Reports	Action plans	Books	DVDs	Pamphlets/posters	Training manuals	Fact sheets	Policy briefs
Alliance & Partnerships	18	4	11					11
Media	158		1					1
GMDC		1	1	1		1		1
Justice	16		2		5		10	2
Governance	135	124	2			1		2
TOTALS	327	129	17	1	5	2	10	17

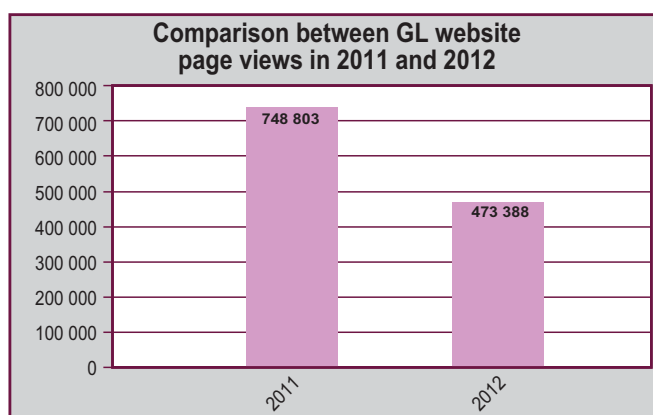
During 2012, GL programmes produced 129 action plans and policies; 17 books and journals; two training manuals; five pamphlets and 10 fact sheets. In 2012, GL produced a total of 93 published outputs. Reports and other training materials are not included in this number.

Outreach

During 2012, GL consolidated its mass communication strategy through the website, Facebook and Twitter. In this period, the focus was on integrating the GL's online presence. Selected GL website content is packaged for both Facebook and Twitter. For example, GL published an Opinion and Commentary piece on the water crisis in Malawi. A link to the article, a photograph and comment was posted on Facebook.

GL website

"When I go on the website of Gender Links and read the Opinion and Commentary Articles, I realise that we are not the only country facing these social problems. Gender Links website is a great source of information and em-powerment. I am now more confident to talk on sensitive issues." - *Hontonirine Rabeariso, Bongatsar, Madagascar*



The GL website became a Litmus test of public attitudes on gender in the last two years. The narrative that follows explains why.

In the 2011 Annual report, GL reported a record 748, 803-page views. GL uses Google Analytics to gather all website statistics. While compiling 2012 statistics GL found that the annual statistics had dropped to 473 388. A drop of 275 415-page views in one year is serious cause for concern.

This led to a comprehensive examination of page views over the last two years. The results were shocking. In 2011, GL published an Opinion and Commentary piece with

Login to our cyberdialogues, discussion groups and blogs.



Most popular stories

- My father is the father of my daughter
- Memories of my life a sex worker
- Zimbabwe: New Constitution gives hope to women and girls
- South Africa: Soap operas don't have to reinforce negative stereotypes
- Swaziland: Women love male circumcision

the headline *I had sex with my father*. The headline caused an ideological debate within GL. However, outside GL this story caught the attention of a massive number of people. Of the 748 803 page views in 2011, 411 329 related to this story. This accounted for almost 60% of the total number of page views. During that year, GL resolved to change the headline to *My father is the father of my daughter*.

Year	With the commentary piece	Without the piece
2011	748 803	337 474
2012	473 388	341 785

The story is still the most popular story on the GL website. During 2012, this story accounted for 131 603 page views, 27% of the total number of pages views. To get a more realistic view of the GL page views the views for the story have been removed from the 2011 and 2012 statistics.

The total number page views for the GL website grew by 4311 in one year. This is a 13% growth in one year. The GL website is five years old. Technology has moved in the last five years. GL is currently reviewing the website with a view to refreshing the look and feel.

Most accessed pages on the GL website

Ranking	Page	Page views	% of total page views
1	/article/i-had-sex-with-my-father-2010-11-25	131,603	27.18%
2	/www.genderlinks.org.za	30,494	6.30%
3	/article/mbc-reporter-in-porno-stuff-malopa-took-kachitsas-porn-picture-2009-01-30	10,692	2.21%
4	/article/memories-of-my-life-a-sex-worker-2008-12-15	5,892	1.22%
5	/page/gmdc	3,592	0.74%
6	/article/southern-africa-if-sex-between-men-happens-in-prison-why-not-outside-2012-05-14	3,469	0.72%
7	/page/staff	3,259	0.67%
8	/page/sadc-and-gender-protocol	2,750	0.57%
9	/page/gl-opinion-and-commentary-service	2,741	0.57%
10	/page/sadc-protocol-policy	2,372	0.49%

Source: https://www.google.com/analytics/web/?hl=en&pli=1#report/content-overview/a4787115w9234651p9633567/%3F_u.date00%3D20120101%26_u.date01%3D20121231%26_.pagrpi%3D0/

The table lists the ten most accessed pages on the GL website. As mentioned earlier the story *I had sex with my father* had the most page views. The GL home page followed with 30949 page views. The next two items are

commentary pieces. From the list, it is apparent that commentary pieces with sex related terms in them get many page views.

Sex and gender on the Internet: dilemmas of a woman's rights organisation

According to Google Analytics, four of the six top ranking stories on the GL website in 2012 contain the following words sex, sex worker, porn and porno. This is cause for serious concern and many dilemmas.

GL is part of a much bigger battle between freedom of expression, ensuring important stories are put out into the public sphere and avoiding sexist stereotypes. The first step is to be much more vigilant about naming content. For example, the story *I had sex with my father* subconsciously places the responsibility for the act on the child. It really should have read *Father rapes daughter*. Even then the story gets more reads than all other GL content. We have considered removing it, but that would be contrary to the principles of freedom of expression that we subscribe to: this is a first-hand account.

As is the case with all organisations, GL has to manage its google image better, by thinking intelligently about key words that will get the message out without compromising our ideological stance. There is no doubt that sex sells, but at what cost?

The most important long- term conclusion is that attitudes need to change about women and gender. Women and gender are associated with sex and pornography. This perception has to change. To this end, GL is working through the local government and media COEs to put positive and transformative gender values, attitudes and beliefs into the public sphere. On another level, this change has to come from individuals. GL is about to put up an online gender attitudes survey that will give people their gender awareness score (see innovation).

GL website traffic by country		
Country	2012	2011
South Africa	47714	43093
Mauritius	7995	5010
Zimbabwe	7383	2214
Botswana	4359	2583
Malawi	3722	3722
Namibia	3007	3007
Zambia	2702	2702
Tanzania	2198	1450
Mozambique	1887	618
Madagascar	1745	1439
Swaziland	1557	634
Lesotho	1284	412
DRC	687	415
Seychelles	192	79
Angola	115	89

Currently the highest proportion of traffic to the GL website emanates from South Africa.

The table shows that the highest increase in page views is from Zimbabwe, from 2214 in 2011 to 7383 in 2012, a 233% increase. All countries in Southern Africa show an increase in traffic. GL needs to market the site in the Seychelles and Angola. Using info graphics, visualising GL's immense repository of research data and re-launching the Opinion and Commentary page is part of the plan.

The Opinion and Commentary Service will continue to be part of the GL website but will have a URL, www.glnews.org that may be accessed independently. The Service will include audio-visual products as well as print. It is anticipated that the traffic from Southern Africa will increase with the launch of the GL news service.

GL Facebook and Twitter

GL Facebook report 2012					
	Likes	Friends of fans	F	M	Talking about GL
January	1337	564010	58%	36%	15
February	1369	583730	61%	37%	25
March	1437	617485	60%	38%	25
April	1512	653022	58%	40%	38
May	1539	678038	62%	36%	25
June	1570	702418	63%	36%	17
July	1614	733359	64%	33%	29
August	1682	782346	55%	43%	87
September	1697	812828	56%	41%	46
October	1759	847551	62%	36%	59
November	1833	888291	62%	37%	184
December	1883	917116	55%	43%	16

A total of 1883 people liked the GL Facebook page in 2012. The number grew by 533 from 1350 in 2011. This represents a 39% growth in the number of GL Facebook likes in the last year. The statistics show that there higher proportions of women (55% to 64%) who like the facebook

page. The majority of women and men accessing the page are between 25 and 34 years old.

An average of 47 people per month talk about topics they read about on the GL Facebook page. People from South Africa, the United Kingdom and the United constitute the highest number of users of the GL Facebook. Users from Canada, Mauritius, Malawi, Zimbabwe, Botswana, Finland, Sweden and Mozambique occupy the fourth and fifth place in different months. GL needs to engage with countries in Southern to encourage greater participation and debate.

GL's most popular Facebook stories in 2012 concerned Malawian President, Joyce Banda and a story about South African President, Jacob Zuma. Banda's comments on using commercial airline carriers as opposed to the presidential jet elicited 1682 comments. Zuma's comments about women needing to be married and having children had the same response.



Gender Links · 1,682 like this.
28 August at 08:24 ·

"I was also happy because I wouldn't want to stay with daughters who are not getting married (South African president) told interviewer Dali Tambo on SABC3. "Because that in itself is a pr society. I know that people today think being single is nice. It's actually not right. That's a disc You've got to have kids. Kids are important to a woman because they actually give an extra tr a woman, to be a mother." What do you think about Jacob Zuma's sentiments?
<http://www.guardian.co.uk/world/2012/aug/22/jacob-zuma-women-unmarried>



	Followers	Tweets	Reached
January	1023	7	303
February	1075	28	8547
March	1150	7	4971
April	1195	31	28918
May	1282	29	16018
June	1319	13	8577
July	1369	16	9475
August	1396	12	11716
September	1444	18	6980
October	1530	24	16824
November	1606	50	30757
December	1671	4	3751
Total		239	146837
Average		20	12236

In 2012, GL had a total of 1671 followers compared to 1075 in 2011. This represents a 55% increase in the number of GL twitter followers. The organisation tweeted 239 times with an average of 20 tweets per month. Through the tweets GL reached 146 837 people and an average of 12 236 people per month.

Some key organisations that are following GL's tweets are:

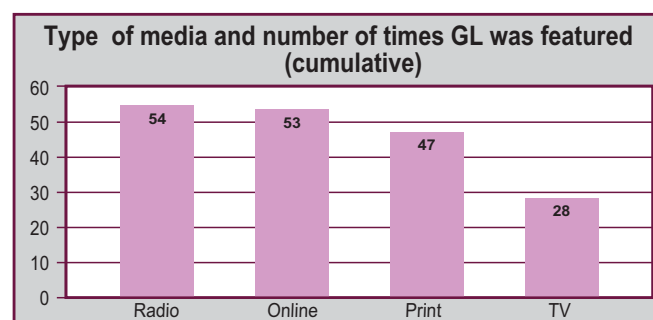
- | | |
|---|---|
| <ul style="list-style-type: none"> • Jovial Rantao - Editor Sunday Tribune • WHO Afghanistan • Janine Jellers (editor of Seventeen Magazine) • Saskia Falken • Nita Bhalla (South Asia correspondent Thomson Reuters Foundation) • Who's Who SA • glaad (Global Twitter profile of GLAAD) • United Nations Photo Library • Karen Lotter • All Things Queer • AidStar One • FW De Klerk Foundation • The Mercury • SANGOnet • The Nelson Mandela Centre of Memory • Ferial Haffajee • MyANC • UNICEF • UN Women | <ul style="list-style-type: none"> • COPE • US Reality Check • The Good Men Project • Revolution of Real Women • Women's Day • UNDP Europe and CIS • Daniel K Wentzel • Wayne Mansfield • Guy Berger • BPW Australia • Safe World Campaign • USA for UNHCR • 8 March 2011 • Siphos January • Annie Fox, M.Ed. • Sam Wilson • Bizcommunity.com • Skye Grove • MEMINI {remembrance} • rainbowselecion.com |
|---|---|



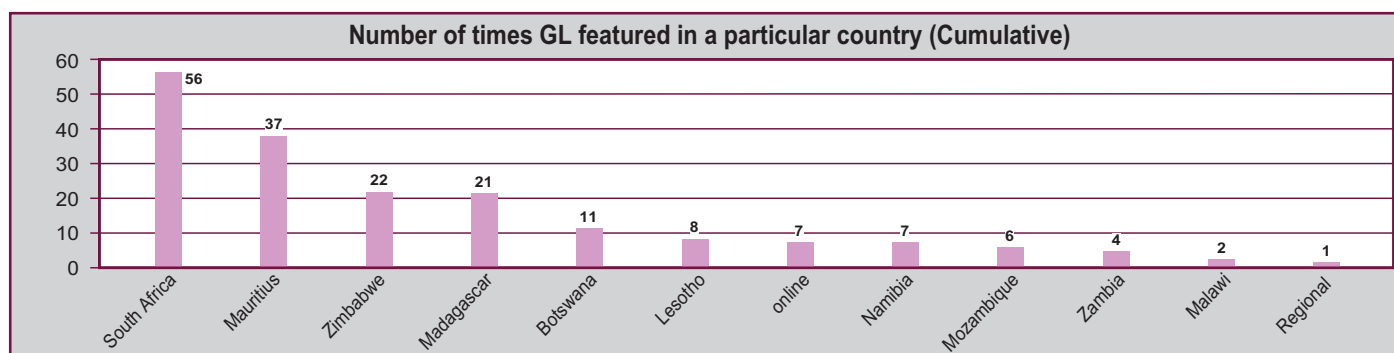
The screenshots reflect a growing number of groups who mention GL. In 2013, GL will be reviewing its communication strategy with a view to creating greater synergies between the website, Facebook and Twitter.

GL in the news

One of GL's key roles is to advocate for gender equality in the Southern African region. Being thought leaders on key gender issues is an important. In this regard, the media interview GL staff and board members regularly. In addition, GL staff and board members write Opinion and Commentary pieces. During 2012, GL featured in the news 182 times compared to 246 times in 2011. This could reflect laxity in recording interviews - a matter GL management is looking into. Country summits in 12 countries in 2013 will most definitely have increased this figure.



Unlike 2011 when print topped the media type, GL content or an interview appeared most on radio (54 times) on radio followed closely by the online and print media. GL TV appearances increased from 23 in 2011 to 28 in 2012.

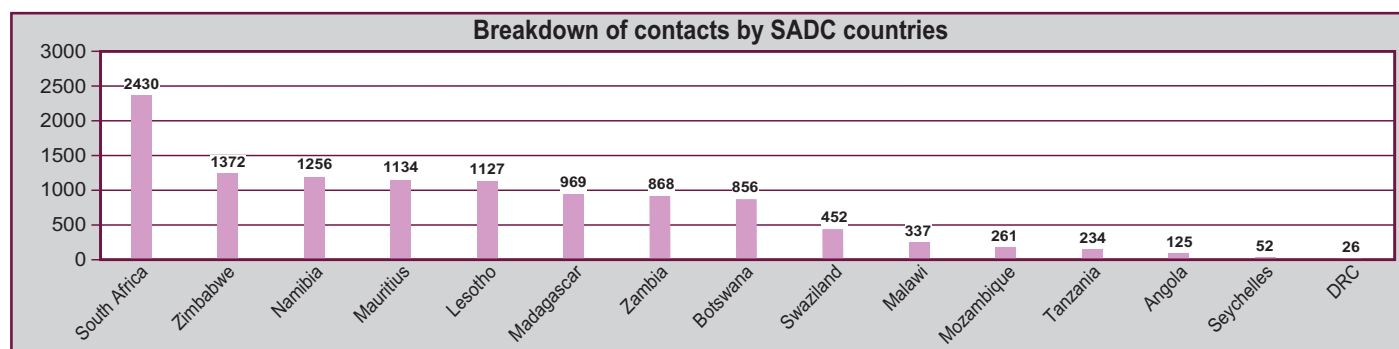
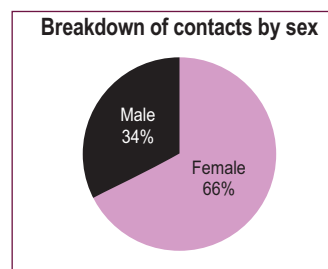


GL contact database

The GL Headquarters in South Africa appeared in the news more than in other country in 2012 with 56 media mentions, followed by Mauritius (first last year), Zimbabwe and Madagascar. Absolute numbers may however mar important qualitative facts. For example, the MBC devoted a whole hour of prime time radio for live discussions on the War@Home in Mauritius during the Sixteen Days of Activism campaign (see gender justice section).

Currently there are 13757 contacts in the database. After each event, GL adds contacts to this database, and these are automatically added to the list serve. Those added have the option of unsubscribing. During 2012, GL staff added 3699 contacts to the database: this represents a 37% increase. Women comprise 66% and men 44% of GL's contacts, consistent with participation in events.

Month	New uploads
Take on	10058
January	1023
February	128
March	151
April	76
May	381
June	289
July	284
August	133
September	239
October	379
November	265
December	351
Total	13757



The highest number of contacts in the database is from South Africa and the lowest from the DRC. This is to be expected as the contact database only includes people with email addresses, and South Africa is the most advanced economy in the SADC region. What is interesting is the rapid extent to which this is changing in other SADC countries. For example, in 2011, Zimbabwe had 410 contacts in the database; in 2012 this increased to 1372 new contacts.

Type	Number	Number of people reached
Announcements	42	205078
Press releases	5	26485
Opinion and commentary	53	285016
Diversity Exchange	2	10698
Roadmap to Equality	7	37489
Total	109	564,766

In 2012, GL sent out information 109 times and reached 564,766 people. On average GL sends out information on the list serve once every three days and this reaches an average of 5181 people per mail. This is an increase from 2011, where GL sent out information every four days and reached an average 4546 people per mail. This represents a 14% increase in the number of people reached from 2011 to 2012. The number of mail shots increased by 15% over the period.

Outcomes

Workshop evaluations

The first level at which GL measures outcomes is workshop evaluations. These include a simple scoring system, that is added and averaged over the year, and added to programme score cards reviewed by the CEO and COO every month.

GL workshop evaluation scores in 2012											
	Content	Design	Docu-mentation	Facili-tation	Group work	Outputs	Out-comes	Learning	Net-working	Admin	Average
Alliance	84	81	84	86	81	79	75	82	82	73	81
Media	72	70	76	77	72	71	72	77	76	74	74
GMDC	84	85	87	86	86	79	80	85	88	82	84
Justice	88	88	87	87	86	86	83	85	85	83	86
Governance	89	89	90	90	88	87	86	90	88	88	89
Overall average	83	83	85	85	83	80	79	84	84	80	83

The table shows that:

- GL scores highest on documentation and facilitation (85%).
- GL scores lowest on outcomes (79%) but quite high on learning (84).
- The governance programme scores highest (89%), followed by justice (86%), GMDC (84%), Alliance (81%) and media (74%). The media score may to some extent reflect the tougher audience we face with our media work, but is a cause for concern. During review meetings with partners at the 2013 SADC Protocol@Work summit GL will map out ways of improving all programme content.
- GL beneficiaries gave an overall score of 83% for the learning events that they participated in.

Qualitative evidence gathered by GL

In 2012, GL gathered 112 testimonial accounts of changing lives; 109 of women in politics making a difference and 398 "I" stories or first-hand accounts of gender violence. In the course of verifying 112 media and local government COE's GL gathered several more of these accounts and has written up institutional profiles of the COE's. GL is in

the process of analysing these findings, that are referred to in a preliminary way in the programme reports. This analysis will be shared with partners during the 2013 Summit, and inform programming in the remainder of the 2010 to 2013 strategy period.

	Changing lives	WIP	I Stories
Botswana	11	10	36
DRC	1		0
Lesotho	10	15	100
Madagascar	3	6	20
Malawi	1	1	0
Mauritius	18	7	4
Mozambique	1	2	20
Namibia	15	9	68
Seychelles	0	0	0
South Africa	10	22	42
Swaziland	12	10	6
Tanzania	2	0	0
Zambia	11	8	12
Zimbabwe	17	19	90
Total	112	109	398

Changes attributed to GL in an external evaluation

Interviews with partners during the DFID PPA Independent Progress Review								
Country/Programme	Botswana	Lesotho	Mozambique	Namibia	South Africa	Swaziland	Others	Total
Alliance	4	1	0	2	0	2	5	14
Justice	2	0	0	0	0	0	0	2
Governance	13	16	9	4	5	4	0	61
Media	3	3	3	10	0	2	0	21
GL Staff	2	1	2	1	10	1	2	19
Partners	0	0	0	0	3	1	0	4
Total	24	31	14	17	18	10	7	121

As GL is analysing its own findings, the organisation is also drawing insights from an evaluation conducted for its DFID PPA programme work by an external evaluator in October 2012 that included 121 interviews in all programme areas (see table). Below are excerpts from the report, that is also available on the GL website.

CSOs holding governments accountable: GL has greatly contributed to enabling civil society to hold governments to account through the Alliance work. The most mentioned activities of civil society in the Alliance network constitutional and legal rights followed by the governance work. Constitutional and legal rights comprise of the review of constitutions, laws and policies. The most advanced constitutional review process is the Zambia and Zimbabwe. Alliance country network and regional constitutional and legal thematic cluster used the Protocol as a tool for lobbying their governments to include targets of the Protocol in the new constitution. Alliance members in Malawi are positioning themselves to use the Protocol in the anticipated constitutional review using experiences from Zambia and Zimbabwe.

Changes in local government: Local economic development is the most mentioned service delivered by local councils.

This service was introduced to the CoE process in the first year of PPA funding. The councils have different approaches to LED. Others like Lobatse town council in Botswana give interest free money to individuals and groups to start up or strengthen their Small and Medium Enterprises (SMEs) while Xai-Xai municipal council in Mozambique is providing soft loans annually to community groups and individuals to start up SMEs. Kabwe council in Zambia is assisting women to access finance through registering women's clubs, assisting them to open bank accounts, and linking them to credit providers like the Copperbelt Environmental Project. Chiredzi in Zimbabwe has a targeted plan to help women from the poorest neighbourhood (known as majarada) into informal trade, and informal traders into small and medium scale enterprises.

The other three most significant services provided by local councils interviewed are governance and participation, and addressing GBV. The governance and participation service includes affirmative action, especially appointing women councillors in decision-making structures like management committees and service delivery committees. The councils provide a broad range of activities on GBV including prevention, response, and support. Some of the activities include street naming, lighting of streets,

supporting community policing, and making sure that minors are not used in child labour. Capricorn municipal council in South Africa holds workshops annually to sensitise the committees on gender issues their work on involving boys in the *Take a Girl to Work* campaign is receiving support from most organisations in the district.

One of the most important findings of this evaluation as GL looks to the next phase of the local government COE process that will involve linking survivors of gender violence to local economic development opportunities in councils is the perception of a close relationship between the two. As Isabella Kavendjii, Deputy Mayor of Arandis town council, Namibia put it: "People have started realising that empowering women makes GBV decrease in the community."

Changes in well-being: Another positive change in the communities visited is that women are engaging in non-traditional trades. Women own businesses, they are employed in mines, drive buses, and win local government tenders in various areas. In Arandis town council, a woman-owned business had won "cleaning the mine tender" for

"In the past a woman cannot acquire land unless you have a son. But now women can acquire land whether they have a son or not. In our community we did not allow women to participate in cases heard by the chief in his courts. We could not allow a woman to judge a man. But now women are allowed to judge men. We now have women chiefs in Swaziland. Women are allowed to become members of the inner council. The training of GL made us to know that women must also participate in leadership

Changes in the media

As mentioned, GL changed strategy in the first year and is still largely at the policy stage in its media work. However, the work is moving into high gear with the self-monitoring exercise in August, and newsroom training of journalists around the ten themes of the SADC Protocol. GL hopes through this work to increase women sources to 30% *in the media houses that it is working in*. Although the jury is still out on the impact of this work, there is evidence from the pilot work done by GL that the work with the media can deliver results, given sufficient time.



Women make the news - BAM media in Lesotho.

Photo: Sikhonzile Ndlovu



Councils take up the fight against GBV: Sixteen Days of Activism campaign in Lusaka, Zambia.
Photo: Gender Links

the first time. The women are using their incomes to improve the conditions of living of their families.

Changes in access to land and justice: In Swaziland, the Gender Focal Person for Siteki Town Council spoke about how traditional barriers to women accessing land and justice are breaking down in this conservative mountain kingdom:

positions. The chiefs did not attend the GL training. It was only the councillors who attended the training. After the training you find yourself encouraging women to run for office. But the women still have fear because in the past they could not compete with men. They need to be encouraged to run for office, especially to be given training on how to do a campaign." - *Tibuyile Dlamini, Gender Focal Person, Siteki Town Council*

GL's most long standing relationship in the region is with The Mauritius Broadcasting Corporation (MBC) - a public broadcaster, and one of the first three media houses to agree to be part of a pilot project to develop a gender policy in 2004. The MBC example (see media section) shows how through sustained work over the years, public broadcasters can become gender aware and responsive.

Interviews of media practitioners during the evaluation showed how training helped to build the capacity of journalists to write gender sensitive stories. Below are some of the examples of impacts of the media programme:

The feedback that we got is that violence in our community is reducing and the number of women contributing to the debate or radio talk show has gone up. We show the women and men that it is not good to engage in violence and to give equal opportunity." (*Alberto Simango, Journalist, Radio Nithiyara, Mozambique*)

"My most memorable experience is obviously the recent Gender Justice and Local Government Summit in Johannesburg.

If you are a female you need to be aware of a lot of aspects, about the different roles that people play. In the past when I wrote articles I would not consider other voices. If it is a male speaking I would just have a coverage of the male voice and would not put into consideration

that women too have an opinion about the subject. "When they returned my articles and said you should include female voices you have put a lot of male voices, I learnt something new." (*Malisema Mahloane, BAM Media, Lesotho*)

Changing lives

The DFID PPA evaluation found that the most mentioned changes in women's lives include changes in attitude, more women taking up leadership, and increase in self-confidence. These changes are fundamental in triggering women's aspirations and capabilities and releasing their potentials to engage at the practical and strategic levels. The graph shows that the incidences of GBV reduced in

the communities because women were able to report GBV cases.

Women's agency

The local government and media CoE interventions empowered women to engage with men to challenge socio-cultural conditions that relegated them to subordinate positions or second class citizens in society.

"The impact that we have so far is the number of women who want to run for office in any given elections. Women now support each other. The only problem is that men tend to divide women when it comes to parliamentary elections (*Fanny Chirisa, Director WiPSU Zimbabwe*).

"People now know they can go to the Women and Child Protection Unit in the police for support when there is domestic violence. People are now coming up openly. Women and children now know they can go to the police or confide in a counsellor or a family member who can report the matter." (*Fiina N. Elago, Mayor Keetmanshoop Municipality, Namibia*).

"Some of the skills I have acquired through working with GL include an improvement in communication skills, assertiveness, a boost of confidence and self-esteem. I have become influential; I'm now assertive, and currently I am doing more in terms of changing other people's lives." (*Naledi Masipa, Gender Focal Person, Capricorn Municipal Council, South Africa*)

"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!" (*Rachel Mwelwa, Deputy Mayor and gender champion in Kabwe, Zambia*)

Changes in the attitudes of men: GL's ToC places an emphasis on empowering women and changing the attitudes of men. Men constitute at least 40% of the

participants in all GL work, especially at the local level. The evaluation revealed several examples of changes in the attitudes of men:

"In our community at first we did not allow women to participate in cases heard by the chief in his courts. We could not allow a woman to judge a man. But now women are allowed them to judge men." (*Sibusiso Khummako, Male Councillor, Siteki CoE*)

"Recently I went back to an area where we trained women and the husband of one of the women wanted to meet with me. I was worried because I didn't know what to expect. The man came and shook my hands and said, "my home has changed." For me transformation starts from home." (*Fanny Chirisa, Director WiPSU Zimbabwe*)

Impact level changes

Summary of changes linked to the SADC Gender Protocol since 2008

Country/Programme	2009	2010	2011	2012
MOUs with Alliance partners	None	10 (national networks only)	19	22
No of SADC governments that signed the SADC Gender Protocol/15	13	13	13	13
No of SADC governments that ratified /15	2	2	8	11
No of SADC governments that deposited instruments of ratification /15	2	2	7	9
SGDI score/100	-	-	64	66
CSC score/100	55	54	55	57
Knowledge of SADC Gender Protocol overall /100	-	46	54	59

Source: Gender Links.

GL is credited with much of the drive and energy behind the SADC Gender Protocol campaign. The table summarises key changes relating to the campaign. The number of networks that have joined the Alliance has increased from zero to 22. The number of SADC governments that have ratified the Protocol have increased from two to 11; nine of these have deposited their instruments of ratification. Unfortunately, two SADC countries - Botswana and Mauritius- have still not signed the Protocol. However, the Southern African Gender Protocol Alliance is credited with the amendment to the Mauritius Constitution that

opens the door for the to happen, and is active in Botswana through BOCONGO.

The Southern African Gender and Development Index (SGDI) tracks changes in the status of women using empirical data on 23 indicators (see Chairs report). Since the start this has increased from 64% to 66%. The Citizen Score Card, that gauges citizen perspectives, has increased from 55% to 57%. Knowledge of the SADC Gender Protocol has increased from 46% to 59%.

The SADC Protocol@Work

Entries to the 2013 SADC Gender Protocol@Work Summit										
	Theme					Institutional				Total entered
	Alliance	LG	Media			Leadership - local gvt	COE - local gvt	Leadership - media	COE - media	
			Radio	TV	Print					
Botswana	16	8	4	2	8	2	25	1	7	73
DRC	7	0	17	8	31			18	11	92
Lesotho	26	3	3	3	6	3	9	0	0	53
Madagascar	44	33	14	14	8	32	33	2	6	175
Malawi	5		7	7	4	0	0	1	9	26
Mauritius	15	23	8	8	9	7	8	1	4	68
Mozambique	12	6	3	3	3	2	6	0	0	35
Namibia	13	23	1	1	4	2	18	0	0	52
South Africa	9	7	2	0	2	1	2	0	0	22
Swaziland	43	0	1	0	2	10	8	1	1	65
Tanzania	8		0	0	22			3	9	42
Zambia	19	8	0	0	5	2	14	1	2	51
Zimbabwe	9	22	1	0	8	4	12	0	2	58
TOTAL	226	112	61	24	110	65	135	28	51	812

In addition to tracking performance by governments, GL has spearheaded the SADC Gender Protocol@Work Summit that resulted in activists, local government authorities and media entering 812 case studies for the 12 national summits held prior to the regional summit. The 204 winners go on to the regional Summit. To qualify, each case study had to demonstrate how it is advancing the SADC Gender Protocol. These case studies are being analysed for the 2013 Barometer, for qualitative evidence of changes that can be attributed to the campaign.

Longitudinal studies

With GL's older programmes, notably the media, it is now possible to step back and conduct longitudinal studies that

show change over time. A good example is the pilot project to mainstream gender in media education from 2003 to 2006 in Namibia. Emily Brown, a GL Board Member and head of the Department of Media Technology, Polytechnic of Namibia (PON), led the pilot project to mainstream gender in the the department several years ago, and continues to champion this cause. In 2012, GL partnered with the department (with the support of UNESCO) to develop a gender policy for the whole of PON - not just the media department. Looking back over almost a decade, she is able to see the impact of the work on mainstreaming gender in the media.



As an academic Department responsible for training journalists, we agreed that journalism students needed more than just classroom lessons. Most of the students who enrolled for the under-graduate programme in Journalism and Communication Technology at the Polytechnic of Namibia (PoN) either relied on a government loan to pay their fees or worked during

the day so that they could pay for their studies and attend classes at night. Bursaries were as scarce as hens' teeth, which meant that the idea of getting students to pay an additional sum of money to have the opportunity to be involved in project-based learning would not have been viable at all. The next best approach was to go the partnership route - enter Gender Links (GL)!

In 2004, during the final year of the undergraduate journalism programme, the students had the opportunity to participate in a Pilot Project on Mainstreaming Gender into Entry-level Journalism. (This project resulted in the Gender Links publication "Gender in Entry-level Journalism" (2005), edited by Colleen Lowe Morna and Pauliina Shilongo.) Needless to say, the experiences of the young women and men who were involved in the project proved varied and enlightening.

They started to see how "balance" is achieved in a story - through sources referred to not only in the story, but also in terms of those represented in the images accompanying the story. For many students the value of fairness finally became meaningful - while women make up approximately 51% of Namibian society, their voices were rarely heard, even on topics which affected them directly.

In the Foreword of the PoN publication referred to above, the writers - Colleen Lowe Morna and Emily Brown - state: "The long-term impact of a programme such as this can only be measured with time. But, what we do know is that there are no shortcuts to challenging the gender stereotypes that are drummed into all of us from the time we are born, as media trainers and practitioners, through deliberate efforts such as this."

In 2012 we organised a roundtable discussion in which approximately 10 of the journalism graduates of the class of 2004 participated. Most of them had returned to the PoN to further their studies and had

subsequently completed the Bachelor of Journalism and Communication Technology Honours Degree. For this to have happened, something very right must have been experienced! One of the participants recalled his "learning journey" as follows:

"GL had a say in the structure of the programme. The whole programme was structured around gender sensitive reporting. As First Year students not knowing anything about gender, even myself who worked for almost 10 years before starting here, it was quite new. It was something different. We were aware of gender inequality but being sensitive when reporting was something new. There was a lot of resistance when we started the program. We had a lot of activities like workshops and seminars organised for the students. We sat through the weekends aside from ordinary classes.

"We had Colleen Lowe Morna, Pat Made, and Trevor Davis coming in. Our programme was very practical and on the ground. A lot of things organised for us were things we encounter in life every day. There was resistance in the beginning because everyday it was pushed down your throat but what I greatly appreciate is the fact that it was not in isolation from other factors because we also learnt to be gender sensitive and also to embrace diversity no matter how you report."

"You must have sensitivity to other cultures and that is what makes it one of the best programs. Now in life every time you go out to get a story you must get equal sources. I did my experiential learning at the NBC radio. When I

came back the only sports they were covering was the male sports. After doing this programme, I was as if maybe we should introduce female sports because people are interested. So we started covering female sports and it is doing very well now."

Another participant said: "I work for the Ministry of Information and sometimes we write features to create awareness on different events. Like recently, we were doing a story of the Namibian heroes in the liberation struggle. I suggested that maybe we should talk to the ministry of veterans because the Namibian struggle seems to represent only his-story, where is her-story? Then I said if we have to go to schools and teach children about our liberation struggle we would fail them if we just say that the Namibian heroes are 80% men.

"I am very grateful that my director listened to me and we did a proper balanced story. I am very grateful for the training. When you are the news



Students discovered new sources during their training.

Photo: Trevor Davies

sub-editor, you have to be aware and look out for words like chair, police officers, master of ceremonies and all these words. You have to change these words to neutral words like police, chairperson, and person in charge of the ceremonies. It helped us to be open to the fact that there are different views and that women also have an opinion. It also influenced the way we were socialised that women are just housewives and they don't have capacity to think."

Responding to a question about the current situation regarding gender-sensitive reporting posed by the DFID PPA evaluator Sandra Ayoo, one of the graduates (now a News Sub-Editor at the Namibian Broadcasting Corporation) cited the example of gender-blind language. She pointed out that using inclusive (gender-aware) language or terminology makes all the difference. Quite often even women journalists would speak of the journalistic "fraternity" instead of the journalistic profession.

Another graduate, responding to the impact of the GL partnership on her programme of study, mentioned how she is now able to analyse and critique a gender insensitive advertisement. She said that apart from evaluating the content of the advertisement, one should also heed who designed and conceptualised the advert. In this case, both the designer and the lawyer who conceptualised the advert were women. She learned early in the "Mainstreaming of Gender into Journalism Education" project that being a woman does not equate being gender aware! Training that

brings about such awareness. This graduate concluded by saying how difficult she found it to persuade fellow (female) journalists about the insensitivity of the advertisement. This graduate, who sent a semester-long internship with Gender Links, expressed herself lucidly and passionately.

Another graduate the Mainstreaming Project realised the importance of questioning cultural norms not conducive to seeing women as being the equals of men. For him enlightenment dawned when the training made him realise that because culture is learned, that which is harmful to women or men within a specific culture, could also be unlearned.

Reflecting on the impact of mainstreaming gender into education almost 10 years after that rather courageous pilot project, we can only build on it. At the end of 2009, the Department Media Technology at the PoN, with the support of UNESCO, participated in the Gender in Media Education (GIME) Audit. Subjecting oneself to such scrutiny showed that yet again need to work on our curriculum and adopt a system-wide gender policy. This we did because we knew that such learning would have the desired impact that usually comes with introspection. As shown by the examples cited by our students, the impact has been significant, and others have been positively affected by our experience, too.

*Emily M. Brown, Gender Links
Namibia Board Member.*



Flashback: newspaper produced by PON students during the pilot project on mainstreaming gender in media education.

Photo: Colleen Lowe Morna

KNOWLEDGE, LEARNING AND INNOVATION

By Colleen Lowe Morna ~ CEO, with inputs from programme managers



Learning through listening: Zimba Gender Focal Person Fainesi Shamhu, GL Zimbabwe Country Manager Priscilla Maposa and GL CEO Colleen Lowe Morna during a verification visit. Photo: Tapiwa Zvaraya

Over the last two years, GL has experienced a paradigm shift from monitoring and evaluation to results for change. We have started to think much more seriously about knowledge, learning and innovation. Within GL, we annually produce the *GL Learning Journey*, a reflection of what we learn from experience each year.

A part time knowledge manager helps us gather and analyse qualitative evidence in the field. GL is training programme and country managers to engage with the findings and build these back into programme design. An experienced part time librarian manages our resource centre. We have an arrangement with the African Books Collective, based at Oxford University, to market GL publications overseas - see <http://www.africanbookscollective.com/publishers/gender-links>. GL is in discussion with Zed books in London to partner in various knowledge products, such as a practise book on measuring gender violence.

As a DFID PPA grantee, GL belongs to various learning networks, and has recently initiated the Southern African Learning Partnership for DFID grantees with offices in the region. This group is, among others, contributing to a Theory of Change on Gender, and testing the BOND principles of credible evidence mentioned in the previous section. This section of the annual report summarises a few of the lessons in 2012; their application, and related innovations.



Gender Links is a life school where learning never ends.
*Francine Kidja,
Madagascar*

Lessons on project design

- The Alliance is focusing much more on strengthening national networks, including a full time officer for South Africa, the largest country in the region. Work on costing the implementation of the SADC Gender Protocol shows that this needs to be anchored much more effectively within each country. Such work needs to take place over several months, driven by local change agents.
- Buoyed by experiences in Botswana where the government provided the “hardware” and GL the “software” for the research, GL has become much more adept at involving gender ministries in the research to save costs and enhance ownership.
- The governance COE model continues to be adapted in light of experience.
- As part of the Media COE process Gender Links has been involved in capacity building around the themes addressed in the protocol. Media facilitators have employed different methods in their capacity building sessions. A case in point is Tanzania. The different modules undertaken in Tanzania have seen all media houses combined in the training sessions. This means at least two journalists from each of the 11 media houses would attend. In light of this, even though such a method would supposedly cut down on costs it however means fewer people in a particular media house gain the knowledge. The case study below from the “Learning through listening” verification exercise show why it is important to balance depth and breadth in our work.



Haura Shamte, Managing Editor of the Mwananchi Saturday and Sunday.
Photo: Courtesy Mwananchi

Haura Shamte has only been Managing Editor of the Mwananchi Saturday and Sunday for three weeks. Shamte became a journalist by accident. Her mother worked with the Corporate Union of Tanzania. She was employed as information officer for the company in 1987. Part of her job was producing a weekly radio programme and quarterly newsletter.

She joined Dar es Salaam TV as a reporter and quickly rose to sub editor. An offhand comment changed her life. "One day I heard subordinates say how come the one who is qualified to prepare the tea is our boss. This motivated me to go to college and then university to become trained as a journalist."

After University Shamte joined Mwananchi as the Features editor in 2005 rising to political election editor for the Mwananchi Group soon after. She guided Mwananchi's political agenda. Mwananchi covers mainly political news. Shamte managed a 12 page political news pull out covering international, African and local stories. She managed election projects including a special election series, which meant she produced a page a day for at least four months on the forthcoming elections.

She also served as the constitutional editor for two years. She manages two subordinates in headquarters and several

staff in the regions of Tanzania. In January 2013, Shamte rose to Managing Editor to increase circulation of the weekend papers. Her brief was to make weekend papers more 'feminine'. Her first step was to remove the hard news and replace them with soft news. The redesign of the weekend edition resulted in removing political news and replacing it with content on relationships; rape; HIV and AIDS.

Shamte's personal circumstances provide an interesting juxtaposition to her professional persona. Shamte grew up in Zanzibar where the government prescribes Sharia law. Shamte is in polygamous relationship. When her husband first informed her about his second wedding, she was frustrated. Now she tolerates the situation. She and her husband discuss politics on a regular basis.

Shamte's story highlights several important lessons in how GL rolls out the COE process in media houses. The media house believes that they are moving the gender agenda forward by appointing a female managing editor. The Mwananchi example illustrates how lack of an in depth understanding of gender mainstreaming results in actions that perpetuate negative gender stereotypes. Employing the powerful female political editor to 'feminise' the weekend papers is not moving gender forward.

It is also clear that individuals within media houses need more than training on how to mainstream gender into media content. On-going capacity building on gender concepts, analysis and budgeting is critical. This experience and indeed the whole verification exercise will contribute to holistic review of the COE processes to revise the existing strategy. The aim of the strategy is to ensure that there is consistent and effective implementation of gender mainstreaming in the COEs.



Partners for progress: GL CEO Colleen Lowe Morna and Women in Politics Support Unit Director Fanny Chirisa.
Photo: Trevor Davies

Lessons about working with partner organisations

- When working with partners in a coordinating role as in the case of GL, which provides the Secretariat to the Alliance, it is important to involve partners from the conceptual stage of any project or activity for buy-in. This has worked well with the preparations for SADC Gender Protocol Summit hence the level of buy-in even though this is the first year of having such a summit. The 2012 Alliance annual meeting, which endorsed the idea,

and the country-level Alliance meetings held ahead of the summit proved fruitful in most of the countries. The high number of entries the event has been able to draw from NGOs is a testimony to this. In addition, as an organisation GL has learnt when to take a step backwards so that national-based organisations take ownership of local processes.

- Partnerships with the Ministries of Gender are sometimes a challenge because the Ministries have a vested interest in protecting the country's image and sometimes need assurance that the research findings do not show the country in bad light or nullify the current efforts to end GBV. Involving the Central statistic units adds credibility and enhances confidence. The Statistics offices also have valuable experience in research and provide useful guidance for survey implementation. Involving the Ministries of Gender staff has proved to be a good capacity building initiative with skills transfer in the area of research. The personnel from the Ministries of Gender are also able to participate in the advocacy around the findings because they have been involved in the data collection. GL can also continue to lobby the Ministries to adopt the indicators
- GL has found that planning with partners and continual consultation helps to curb conflict in speed of implemen-

tation. Partners also feel that they are contributing without compulsion and can still juggle their different departmental priorities. They also feel they own the process. This adds extra momentum to the implementation of activities and process of change.

Lessons about sustainability and scaling up

- The structure of the Alliance continues to offer opportunities for scaling up Alliance activities and ensuring ownership by partner organisations at country level and by theme cluster leaders. Identifying gender champions for the 28 targets within all SADC countries will ensure scaling up and sustainability of the work. This year, GL has mobilised resources to assist country networks have at least one meeting at national level and strengthen the institutional structures.
- Through the cascading phase, GL has built the capacity of a critical mass of local associations, gender ministries, gender champions and gender focal persons, all of whom receive “drivers of change” certificates as motivation.

These people can now carry on with the COE work in the absence of GL but link the outputs to the GL systems. The governance programme is institutionalised in the COEs and through documentation, progress can be measured. Ownership is advocated early so that institutions can understand their role in the bigger picture or the COE model. GL's dream is to leave behind an army of foot soldiers who take forward the COE process.

- The extent to which councils now own the summit process is reflected in the fact that several are now organising their own summits; a promising indicator for sustainability. For example, Mossel Bay Municipal council in South Africa ran a “No more victims summit” from 19-23 November 2012 under the banner “365 days of local action to end violence and empower the Community through economic development in all sectors”. This proved an amazing experience for GL Governance officer Nomthi Mankazana, as reflected in the E Mail below to her manager, Sifiso Dube.

A special birthday present

Dear Sifiso: Today (20 November) is my birthday. I was already up and about by 7 am helping to do the preparations for the Mossel Bay Summit which is going very well. Yesterday was the first day of the summit under the banner of “No more Victims” focusing on the disabled and elderly persons. The presentations yesterday concerned caring and supporting the two groups with seven entries. The discussion went on for a long time after the presentations. Today the summit is focusing on crime so it is termed “No more Victim- Crime summit”. We are currently waiting for the MEC and the mayor is already here. I have taken a lot of pictures and will certainly put them up and attach a few later in an article that I want to write about the summit for our website and for the Mossel Bay COE page. I will send the draft one pager to CLM later tonight and hopefully we can have something to use.

I will be in presentations from midday right through to 5 pm today and after that I will be having a birthday braai



Mossel Bay summit.

Photo: Nomthi Mankazana

thanks to the Mossel Bay councillors. Hope that all is in order on your side. I have identified a few people for the *Changing Lives* and the *Women in Politics* stories that I will work on the better part of Thursday. The gala dinner is on Friday night. Regards, Nomthi Mankazana

Innovation

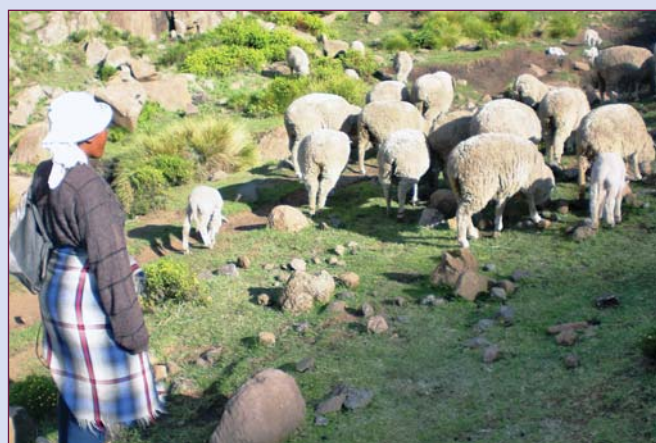
The DFID PPA Independent Progress Review (IPR) found evidence of both incremental and radical innovation to create knowledge that is replicable in SADC region and worldwide.

Incremental innovation: Verification of CoEs for the Changing Lives case study has resulted in several experiments under way for cascading the work and enhancing ownership. The major forms of incremental innovation include using information technology to connect more effectively with its target and offices in different countries, using a digital archiving system that is capable of cataloguing audio, audio-visual and text based materials, and cascading the local government CoE work with gender ministries taking the leadership and ownership.

COE cascading model - GL developed a new model for cascading the COE's that builds on the recommendations

of the COE Verification to enhance ownership and sustainability as well as achieve greater VFM. The evaluator witnessed GL reach an agreement with the gender ministry in Lesotho to share responsibility and resources for cascading the COE's in the mountain kingdom following the training of their district gender officers and the gender champions from councils in June to roll out the CoE process to new councils. This cascading concept builds on existing resources of the government, especially human resource. GL country managers will step in the role of managing the process, collecting M and E, dispersing money, and coordination, do fundraising, and managing strategic partnerships such as with the ministries gender and local

governments. The gender officers in Lesotho are enthusiastic to roll out the CoE model to new councils. They commented that:



Good shepherd: GL's cascading model will ensure that the COE concept reaches the most remote corner of Lesotho. Photo: Gender Links

"The tools will assist us reaching the communities. In the past, we used to sensitise people about the gender policies but now we will instil in the people the gender concept with the CoE work. The M&E forms are especially helpful because in the past, we would talk to people but we would not assess what they learnt about gender issues. Forms help us get opinion of people and room for improvements. In the past, we had public gatherings and train councillors and we were disseminating the SADC protocol but we did not administer scorecards to assess what they learnt. The CoE approach will enable us to build rapport with the councillors so we can work with them on a daily basis (Principal District Gender Officers, Lesotho)."

Radical Innovation: GL has produced entirely new knowledge in the areas of CoE approach of working with media and local government councils, costing model for national action plans, web-based automated M&E system, self-monitoring tool for the media houses, GBV indicators

research, SADC Gender Protocol Barometer and SADC Gender Protocol Index.

Media self-monitoring tool - GL has come up with a self-monitoring tool used by the media houses every six months. The self-monitoring tool allows media houses to monitor their progress and analyse the data instantly instead of sending the data to a central place for analysis. An initial self-monitoring exercise will take place in August 2012 to provide a preliminary benchmark. An external monitoring exercise will occur before May 2014 to establish if the media houses have been able to leap frog to 25% target (GL PPA Annual Report, May 2012).

GBV Indicators research - The GBV Indicators study provides a set of comprehensive data on all forms of GBV, both intimate partner violence and non-partner violence. The data will be used to inform the envisioned National Action Plan to End Gender Violence and costed action plan for effective implementation. The GBV Indicators research using personal digital assistants (PDAs) cuts out 12 - 18 months of data analysis. Innovations within the GBV Indicators project include:

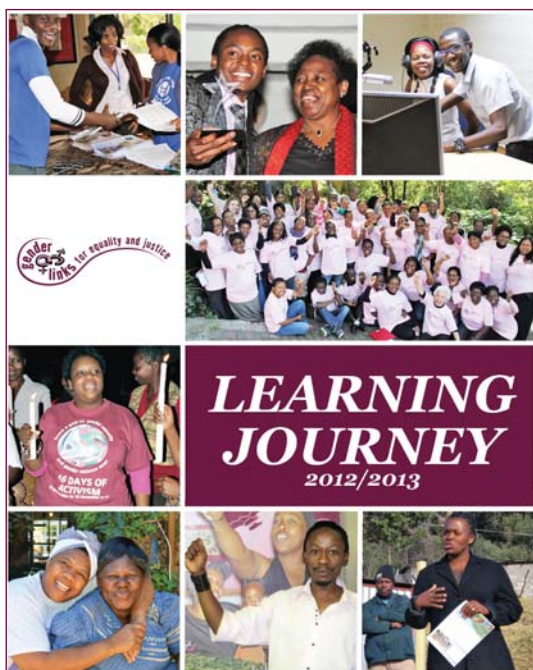
- Combining prevalence and attitudes survey.
- Combining an experience and prevention study through including both women and men as survey participants.
- Sampling that allows for national and district level disaggregation in Limpopo, Zimbabwe and Lesotho.
- Use of Google maps in South Africa to ensure more accurate maps and sampling.
- Use of electronic questionnaires loaded onto Personal Digital Assistants (PDAs) for data collection.
- Use of the drop box system for data deposits. This allows for remote data quality assurance and monitoring as the data gets deposited.
- Remote support to field staff laptops and equipment through team viewer.
- Use of Skype and Lync for individual or group conversations. This saves on administrative costs.

Making IT work for gender justice:

GL is set to unveil another creative invention, the Gender Progress Score (GPS), an online tool that will allow participants to take the attitude quiz and measure their personal journey to achieving gender equality through a score ranging from zero (regressive) to 100 (very progressive). GL will use the tool at individual, local, country and regional level. The data will form a rich database with which to track progress towards achieving gender equality.

INSTITUTIONAL

Institutional effectiveness



“ Learning the hard way; learning the fun way: GL is once more proud to step back in order to step forward. Now in its fourth year of production, the *Learning Journey* offers us the opportunity each year to reflect about where we have come from so that we can reposition the compass for where we want to go. The reader will find in these pages much to smile about, as well as much to think about. At GL, we work hard and we play hard. Ours is a serious mission - a region in which women and men are able to realise their full human potential in both their public and private lives in accordance with the SADC Protocol on Gender and Development. As this book goes to print we are near the end...
Yes we can, and yes we must!

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

INFRASTRUCTURE

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



Mpumelelo Mlilo



Tinashe Padare

Gender links experienced phenomenal growth during the 2012 financial year. GL registered all country offices. These now operate as legal entities. GL has been using a Microsoft Exchange server housed at head office in Johannesburg, to support country operations. This growth resulted in a 40% increase in IT support costs, with a majority of the offices experiencing significant downtime, as they were heavily dependent on the head office hardware. In line with the Value for Money concept, GL had to find a balance between keeping IT costs at a minimum without compromising on quality and bringing about operational efficiency. Below is a summary table highlighting the IT challenges encountered as GL country operations increased.

Key Area	Microsoft Exchange	Expectation
Capital costs	Need to upgrade hardware and improve network infrastructure in the excess of R 60 000,00.	System that would offer these services at minimal cost and convert capital costs to operational costs thus reduces procurement costs.
Device and hardware independence	Dependent on accessibility of the Head office servers at all times.	Optimum use of internet regardless of location of device.
Down time	Electricity cuts in Johannesburg office would render other offices offline and inconveniencing for example, the Francophone offices that are on different time zones to Johannesburg. This would happen at least three times a week, the costs of running the generator increased by 40%.	Minimise down time to ensure communication and information sharing at all times.
IT skills requirement	The Linux System required many hours providing technical support to country offices.	A system that would reduce the operational costs.
Time Management/ Calendars	Need to have a separate exchange server for calendar management.	Calendar system integrated with email at minimal cost.
Monitoring and Evaluation	Email exchanges, sharing documents like the planners, and the need for a dedicated person to integrate such documents.	Automate this process to minimise errors and time spent on the exercise.
Communication costs	Use of outlook e-mail and Skype that are run on different systems increased internal communication cost by about R 94,000.00 annually.	The convergence of internal communication systems via Lync.
Spam and antivirus control	The demand on the IT department to maintain these services on the exchange server in order to minimise the frequency of the attacks.	Outsource this function at minimal costs.
Document Management	All the country offices email various finance supporting documents, which creates mail queues.	Automation that results in the achievement of optimal time use.

In light of all these challenges, GL resolved to shift to the Clouds, taking advantage of the already existing internet connectivity between head office and all the country offices. This change came at a cost of only 50% of the overall annual projected IT costs, while guaranteeing efficiency and value for money.

GL in the Clouds

In keeping up with the 21st Century technological advances, and in an attempt to create IT efficiencies amongst country operations, GL took to the Clouds with Microsoft 365. With Microsoft 365, Gender Links users can access documents, emails, and calendars from virtually any device,



and from any location 365 days a year without depending on the Head office central servers and hardware functionality. This ensures 99.9% uptime ensuring that GL staff are able to access IT resources at any time.

Advantages of Cloud Computing

The following are examples advantages of using Cloud Computing;

Exchange Online:

There is no need to maintain a Microsoft exchange server in-house, a move that reduces IT support costs by up to 80%. The annual licence fees paid for each user caters for high-level support by Microsoft engineers every single day of the year. We anticipate realising a savings gain of R36,000.00 during the first year of using Cloud Computing packages like SharePoint, and expect that in the second year, the savings will double.



SharePoint: With the finance department supporting over nine (9) country operations, document sharing and auditing can easily become a nightmare. SharePoint is an efficient operating platform designed with online storage points where financial documents can be stored, accessed, and managed from any global location, at any time.

The SharePoint platform will be extended across all programmes to allow for a regional document-sharing platform. SharePoint will also be integrated with the Pastel accounting system; this initiative removes duplication of tasks because of synchronising processes.

Lync Online: Telephone costs are amongst the highest operating costs. However, by using Lync online, a system that provides virtual connections across all the country office, using already existing bandwidth, telephone costs are reduced significantly. Gender Links now uses Lync for video calls and voice calls between the different sites. This has reduced inter Gender Links offices costs by R 94,000.00 annually while enhancing communications within the GL stable.

Planning, Monitoring and Evaluation

Cloud computing enables electronic scheduling of activities through the online calendar, resulting in good planning and time management.



It is easier to dream of working towards a goal than achieving it, but Gender Links continues to be a place where visions and dreams come true.

Over the past year I have grown and learnt life's valuable lessons which no one can tell or teach you. These are lessons that need to be experienced. I have learnt how to manage myself as well as other staff members, guests, work flows and our day-to-day consultants. I have even learnt how to prioritise workloads in the dreaded Q1 quadrants. I have been groomed to work towards the bigger picture; the end goal, which is to ensure staff have smooth operational systems.

As an IT officer in a department that caters for the whole regional organisation, I face many challenges each day most of which fall directly into unannounced Q1/Q2 crises related matters. This was worrying at first because I could never plan my day to focus on my direct deliverables. Like in cricket I am dubbed "the all-rounder" a person who can bat and bowl when required to.

GL invested greatly in one of the latest methods of effective communication, which is Cloud Computing; the migration of emails into a cloud space that allows 98.8% "up time" throughout the year. The migration happened in early January of 2013 when all country managers were around.

My emotions towards the migration were different to what most would expect. You would have expected me to be nervous of this movement where about 64 staff members in total would need to be migrated in under one week. I was actually extremely excited about it. I saw this as a new learning curve; my IT career at GL was taking me into fresh fields.

Excerpt from Tinashe Padare's Learning Journey, 2012



Tinashe Padare GL IT Officer and Malepota Mafeka, GL Country Manager Lesotho during the GJLG Summit, Kopanong Hotel, SA.
Photo: Trevor Davies

HUMAN RESOURCES

By Vivian Bakainaga ~ Human Resources and Asset Manager



Vivian Bakainaga, Ruth Ayisi and Bridget Marango at the GL Staff Awards 2012.

Photo: Trevor Davies

"I first met Gender Links in 2011, and remember being overwhelmed by the passion of the staff".

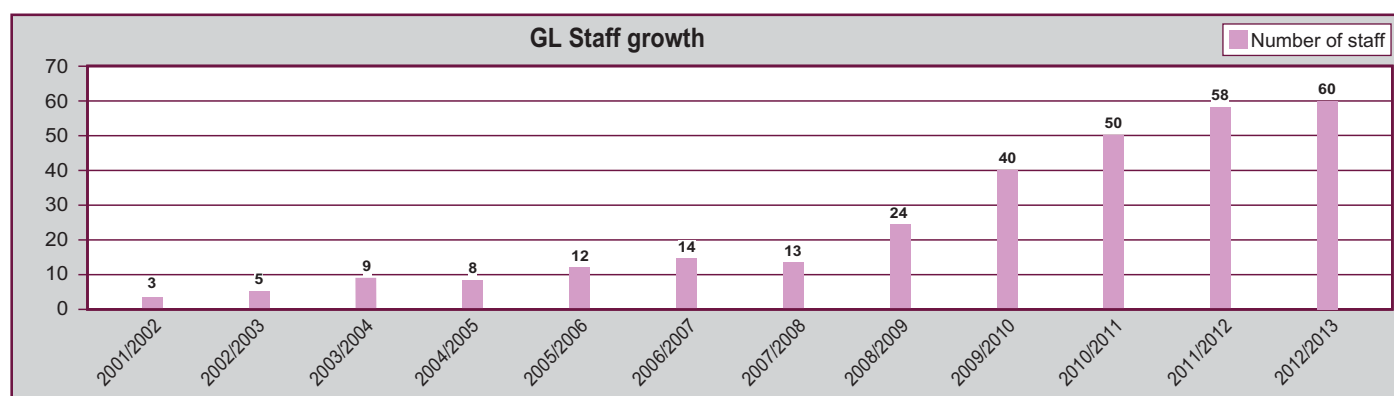
Bosao Monyamane,
Maseru, Lesotho



GL Human resources at a glance

Total number of GL staff	60 staff members, 55 full time and 5 part time interns
Gender proportion	44 women (73%) and 16 men (27%)
Geographical set up	Head office in South Africa 9 Country offices in SADC region (Botswana, Lesotho, Madagascar, Mauritius, Mozambique, Namibia, Swaziland, Zambia, Zimbabwe)
Staff demographics	Staff originate from 14 countries
Outcomes sought	Staff development, staff retention and employee wellness

Staff profile



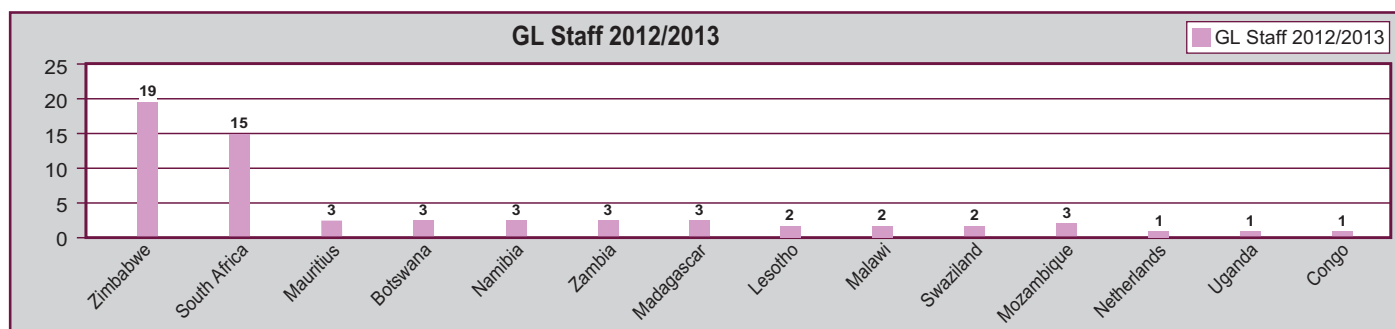
Gender Links (GL) has had exponential growth in the past five years, from 13 to 60 staff. GL decentralised and spread its wings across the SADC region, through the establishment of country offices in Botswana, Lesotho, Namibia, Madagascar, Mauritius, Mozambique, Swaziland, Zambia and Zimbabwe. The Gender Links staff compliment increased from 58 in 2012 to 60 in 2013. GL Cottages retained its staff compliment of ten (10) throughout 2012. GL is managing its growth by forming a steady base at head office in Johannesburg whilst strengthening its country offices in the region. GL's goal is that registered country offices function as self-sustaining entities that receive minimal administrative support from the head office. National fund raising is therefore an important funding strategy for the country offices. So far five country offices have succeeded in raising funds in-country: Zimbabwe, Zambia, Lesotho, Namibia and Madagascar. GL is in the process of recruiting finance officers and or financial services support in these offices. Several of the

staff who joined GL country offices as interns have been promoted to programme assistants.

Sex disaggregated data of GL staff

	2010/2011	2011/2012	2012/2013
Women	40 80%	41 70%	44 73%
Men	10 20%	17 30%	16 27%

Gender Links continues to promote gender equality in its recruitment policies. Although the majority of staff are women, there has been concerted effort to recruit men. The programme assistants in the regional country offices make the highest number of men. GL has just recruited a male chef at GL cottages. The percentage of male staff now stands at 27%, a slight reduction from 30% in 2011/2012 financial period.



As illustrated in the graph, Gender Links has established itself as a multinational regional NGO, that attracts professionals from all over the world. GL has a diverse staff complement from 14 countries, 58 from the SADC region, one from East Africa (Uganda), one from Europe (Netherlands). The highest number of staff (19) is from Zimbabwe, followed by South Africa (15). GL has a young staff complement with an average age of 35 years.

Staff movements

	No	% of total staff	Reasons
Unavoidable	8	13%	Retirement, end of contract, failed to make probation, disciplinary issues
Avoidable	6	10%	Better offer, relocation to home country, furthering studies
Total	12	23%	

Fourteen staff (23%) left GL during the year; 13% for unavoidable reasons such as retirement, end of contract or failing to meet probation requirements and 10% for reasons that can be classified as avoidable, for example better job offers, relocation, furthering studies etc.

Good HR practice is to aim for 10% or less avoidable movement, and not to exceed 30% overall movement in any given year. The opposite of resignations is stagnation. A certain degree of staff movement is necessary to ensure renewal. Globally, the average length of service in any one institution is six years. Some international organisations now limit contracts to a maximum of six years to ensure space for growth within the organisation and renewal through new entries.

The average length of service is three years. Considering that the rapid increase in staff over the last five years, this is a reasonable retention record. However, GL studies all resignations and departures as it seeks to strike a balance between resignations and renewal. GL conducts exit interviews with all departing staff. Some of the underlying causes of mobility include:

- GL is a regional organisation. Staff sometimes opt to relocate to their home areas.

- GL staff are relatively young and sometimes opt to return to school.
- While GL pays competitive salaries within the NGO sector, GL cannot compete with salaries offered by government and the private sector. This is a particular challenge in recruiting and retaining South African staff.

Retention strategies

- **Remuneration:** GL constantly scans the environment and adjusts wages. Despite the recessionary funding environment, GL has granted a 5% cost of living adjustment every year, and has a notch system that awards an additional 5% for strong performers.
- **Flexibility and sensitivity to family needs:** GL allows staff to work from home under certain circumstances. Now that GL has regional offices, the organisation has also transferred staff for family reasons where this has proved feasible.
- **Affirming good performance:** GL has a remuneration linked performance system, and has annual staff awards that recognise a variety of contributions including team work, resource mobilisation, innovation, writing, photography, financial management, performance and improved performance.
- **Promotions and opportunities:** GL has an active talent spotting and promotions policy. For example, after spotting GL's Zambia programme assistant Albert Ngosa's passion for video, GL transferred him to head office, where he is in charge of audio visual resources.
- **Staff wellness programme:** GL has allocated a budget of R3000 per staff member for a staff wellness programme that seeks to assist staff in balancing body, mind and soul. The programme also enhances team spirit through fun activities. This is expanded upon later in the report.
- **Time management:** In 2012 GL undertook a time management study that has been used to inform time management courses, practices and reviews. This is expanded upon later in the report.
- **Capacity building:** GL places a strong emphasis on learning, especially on-the-job learning, as reflected in the Learning Journey. The formal staff development programme is expanded upon later in the report.

Renewal and succession planning

While GL has a relatively young and mobile staff, the organisation also has older founder member staff who now

seek to retire and hand on the baton to younger staff. This is the case in Mauritius, Botswana and at head office. GL has several good examples of succession planning and handovers. For example the senior accountant stepped into the role of Head of Corporate Services when this post became vacant. Our Lesotho office, and governance portfolio, had smooth and successful handovers from one manager to the next. The Board has had a good balance between continuity and renewal. The GL Board has recognised however, that as the organisation grows there is need for a succession strategy and policy that are regularly reviewed.

GL Wellness Programme

Staff wellbeing lies at the heart of GL's value system. Just as gender is mainstreamed into organisations GL seeks to mainstream wellness into its work. Staff is given the space to participate in group activities that foster teamwork and spirit.

Initially, the HR manager coordinated the wellness team. In December 2012, each unit elected a member of the committee and a chairperson. This has increased staff participation, creativity and diversity.

During 2012, GL staff participated in activities organised by GL partners like the Radio 702 Walk the Talk, the Oliver Tambo Walk, and Soweto Youth day walk. Whenever we have our partners participating in workshops we organise

an activity to give them an opportunity to relax and network. Some of the activities include going for theatre, dinners and walks.

Wellness is not only expressed at an organisational level but also on an individual staff basis, ensuring that each staff knows that GL cares and treats them as valued individuals. It is another way to show our appreciation for one another by celebrating happy events like birthdays for staff and board members. We cut cake, buy a gift and post messages on the intranet. At the end of year planning meeting, we hold an end of year party which is a highlight for all staff. It is a time to count our blessings and have fun together, play, eat, exchange gifts and bring the whole team together as we close the year on a high note.

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.

The Wellness programme also has activities that focus on giving back to the community. This is an activity initiated by staff. Examples include distributing toiletries to Usindiso Abused Women Shelter in Johannesburg. The Botswana office distributed blankets and toiletries to women prisoners, pampers to HIV patients and disabled people. The Botswana office mobilised partners to show support and counsel Gender Based Violence victims.

Wellness work plan framework - 2013/14

Aim: To promote individual and organisational wellness through activities that stimulates the mind, body and soul thus allowing us to socialise and maintain a winning team.

Methodology

The work plan emerged from an organisational needs and interests assessment exercise carried out internally led by the Wellness Committee. The plan builds on work began in 2007 and has continued flawlessly to 2012. In January 2013 GL management underwent human resource training to learn the importance of a balanced work and personal life.

Main activities

- **Mind:** Monthly learning circle discussions on various topics where staff share everyday experiences.
- **Body:** Walking for wellness walks(Monthly); gym classes, Games afternoon, Mandela day



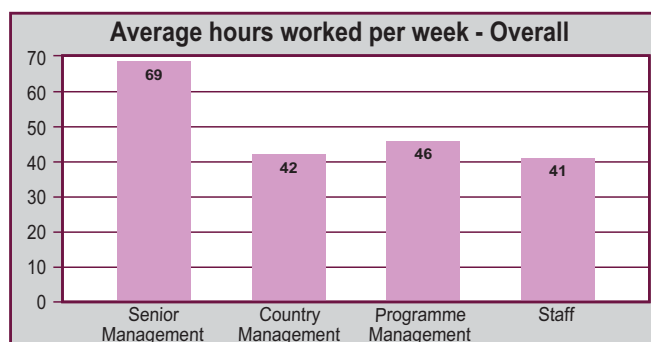
Ntombi Mbadlanyana, South Africa Country Manager, Nomthi Mankazana, Chair of the Wellness Committee and Lesotho Country Manager Malepota Mafeka.
Photo: Gender Links

- **Soul:** Gardening at the GL Cottages, meditation, taking country managers to church when they are in South Africa.
- **Social/Fun activities:** where staff members interact in an environment outside the office.
- **GL intranet and GL website:** Keeping the wellness section of the intranet and website current and updated.

Time use study

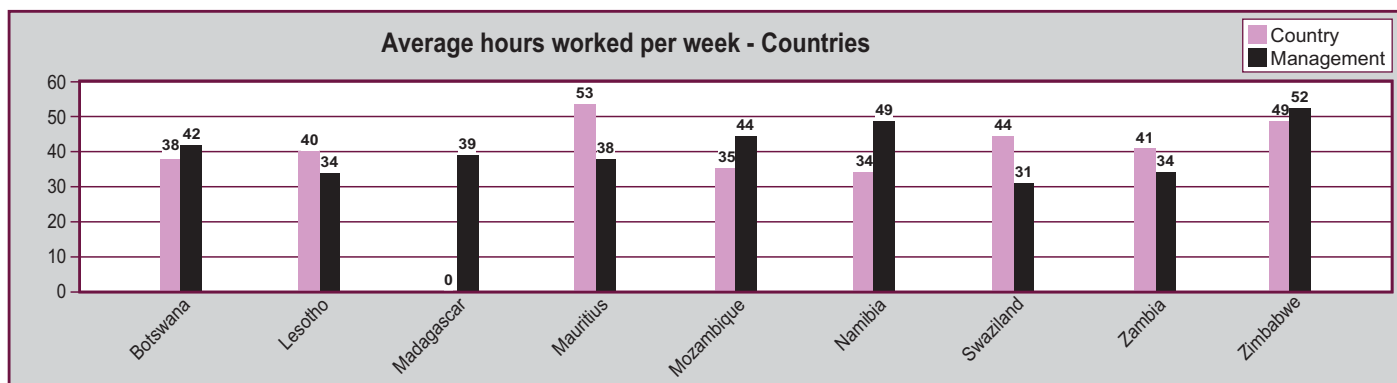
Effective and efficient time use has come up repeatedly in organisational SWOTS as a life skills need among staff. In preparation for a leadership training course in January 2013 GL designed a time use monitoring survey to assist staff and managers in understanding how they make use of their time.

The study revealed an overloaded senior management team, working 69 hours a week, compared to a more



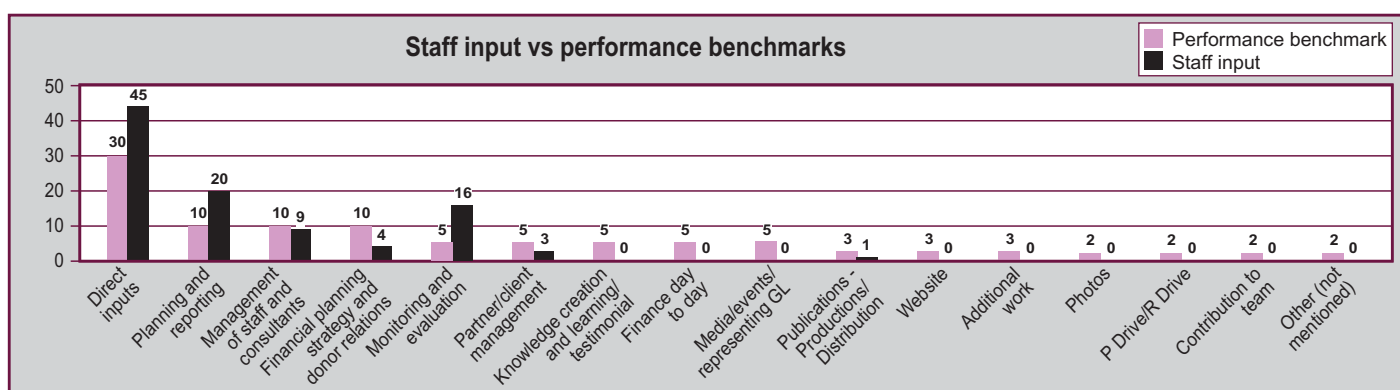
normal 46 hours a week for programme management staff, 44 hours a week for country managers, and 41 hours a week for staff. The study showed that while there is work overload at GL this is not evenly shared. The study provided

a useful reference point within the organisation for discussing capacity at different levels; delegation and taking of responsibility.



Average figures often mask important differences at individual level. For example the graph of average hours worked by staff in each country office showed major variations, with Mauritius and Zimbabwe seemingly carrying heavier loads than most. The study coincided with major

field work for the GBV Indicators research in these countries. One of the lessons learned, being applied in Lesotho and Zambia, is additional staff capacity for major once off research projects.



The study generated individual profiles for each staff member, plotting time use over the one month against the weight of that activity (expressed as a percentage) in the staff PA. The example in the graph - a senior manager - reflects the value of the tool. For example it shows that the manager spent 45% of their time on direct inputs (to the detriment of management functions) when this is only weighted 30%. This outcome suggests that the manager needs to delegate more.

Time management training is guided by Steven Coveys work, illustrated in the four quadrants, on shifting from Quadrant 1 (crisis mode) into Quadrant 2 - the quadrant of effectiveness that concerns preparation, prevention, planning, relationship building and recreation. One of GL's mantras now is: "if we fail to plan, we plan to fail."

Staff development

GL is a learning organisation and this is reflected in the importance that is placed on capacity building to develop skills for staff to realise their potential. Staff have the opportunity to learn on- the -job to expand the thinking processes and knowledge base which enhances their performance. GL encourages peer learning. In June 2012

	Urgent	Not Urgent
Important	Quadrant I Crises, Pressing Problems, Deadline-driven projects meetings	Quadrant II Preparation, Prevention, PC Activities, Relation-ship Building, Recog-nising new oppor-tunities, Planning, Recreation
Not Important	Quadrant III Interruptions, some calls, some mail/ email, some reports, some meetings, many proximate pressing matters, popular activities	Quadrant IV Trivia, busywork, Junk mail/email, some phone calls, time wasters, "escape" activities

country managers were given an opportunity to go to Lesotho to understudy a training of trainers for the provincial district gender officers, this was very successful. It gave the other country managers an opportunity to learn first-hand and transfer the knowledge to their respective countries. GL has conducted in house training on the website; cloud computing, photography, monitoring and evaluation. Irish Aid extended a fellowship opportunity to GL staff; one of our staff member is in the process of being accepted on this programme.

Examples of recent in-house training at GL

COURSE/TRAINING	DATE TRAINED	NO. OF STAFF TRAINED	BY WHO
Monitoring and Evaluation	13 November 2012	6	COO
MS Word Publisher	9 December 2012	5	External Consultant
Value for money	3 December 2012	1	Bond, International Development - UK
Monitoring and Evaluation	13 December 2012	6 (Field Officers)	COO
Website and Photography	13 December 2012	8 (Field Officers)	Trevor Davies and Simone Shall
Value for money		9 (Country Managers)	CEO
HR Training	9 January 2013	21 (All managers)	External Consultant
HR Training	11 January 2013	8(Cottages)	
Cloud computing	17 January	54	
HR Training	14 March 2013	16(Officers)	

The table shows that:

- GL programme staff at head office had a Monitoring and Evaluation clinic conducted by the COO.
- Country staff received MS Word Publisher training.
- The CEO attended a Value for Money training in UK.
- The COO has conducted an M and E course for all country programme officers.
- The CEO conducted training for all country managers on value for money.
- All GL managers both head office and country trained on HR, covering leadership theories, transition from technical expert to manager, building a high performance team, coaching, stress management, assertiveness and personalities.
- All Cottages staff had a teamwork training by the external consultant.
- All Head office junior staff had a training on teamwork by an external consultant.

Human resource training

In January 2013, GL contracted an HR consultant Anna Harris to tailor make a Leadership and HR course for GL managers. By way of background, each year GL undertakes 360 degree feedback for managers covering strategic/conceptual skills; technical competencies; operational competencies; human competencies; communication and general leadership skills. GL averaged the scores for managers and found that strategic/conceptual skills ranked highest (74%) and human competencies (69%) lowest. This prompted concerns at senior management level, given that managers lead the rest of the organisation. One strength GL sought to build on is the range of scores, from 55% to 92%. This suggests that there is scope for learning and sharing within the organisation.

The workshop content covered Leadership theories, the transition from technical expert to manager, building a high performance team, coaching, stress management, assertiveness and personalities. A day was also spent on getting input into certain Human Resources policies that should be reviewed and input for the HR strategy.

A fourth day covered time management, informed by the time management study, with all GL staff present. The facilitator reported "active engagement from the delegates. Having a senior team attend training is often a challenge.

OVERVIEW OF 360		
MANAGER (random)	Ave	Range
Strategic /Conceptual abilities	74%	59-93
Technical competencies	75%	59-94
Operational competencies	71%	55-92
Human Competencies	69%	55-91
Communication	74%	68-86
General Leadership skills	76%	65-86
Tasks	72%	61-91
Maintenance	73%	65-89
Average	72%	63-88

The group dynamic was conducive to facilitation. It is important to highlight that we did start late every day and this might be a reflection of the organisation culture or maybe due to multiple meetings being scheduled while the Country managers are in South Africa."

Responses by participants included:

- This was a great training; very insightful and will definitely hope we can have a fresher meeting/session in the middle of the year.
- It was an eye opener insightful workshop. Very informative and practical. We need such training more often. Well done GL.
- I think that this training is a good tool for all GL managers. I believe that if each single person takes lessons from it, GL can improve its performance.
- This should not be one time opportunity, we should have more of such events from time to time.

Harris further held a meeting with HQ staff to determine their HR needs. Staff identified need for workshop prior to the country and regional summits on managing stress and "difficult people." Staff attending the workshop commented:

- I will use the new knowledge acquired to improve my work/private life balance.
- Learning about the different personalities will help me in my work life.
- I found improving my interpersonal skills most useful.
- Sharing hidden areas (Johari's Window) was the most useful session for me
- Interpersonal skills and conflict management are the most useful because it will assist me in my GL tenure.
- I'm going to try and be more assertive in a good way without changing who I am.

Internship programme



Jumping in the deep end: Thato Cheka in Lesotho (foreground) checks in delegates at the first national SADC Gender Protocol@Work summit, with Finance Officer Fuzakazi Mqungwana keeping a watchful eye.
Photo: Colleen Lowe Morna

Through the GMDC, GL runs internship programmes targeted at nurturing a young cadre of gender and media activists through a partnership with regional media training institutions. In past years, GL headquarters ran the internship programme. Since 2012 the programme has been decentralised and implemented at country level across the

ten SADC countries that have GL Country Offices, based on the needs of the Office. In 2012/2013, GL hosted 18 interns; nine young men and nine young women. Many of these assisted with preparations for the SADC Gender Protocol@Work summits in their countries.

2012/2013 GL Interns				
Country	Name	M	F	Period
DRC	Linda Mubalama		1	November 2012 - present
Lesotho	Alice Setungoane Ranthimo		1	February - March 2013
	Thato Cheka		1	February - March 2013
Madagascar	Misa Herintso a Randrianasolo	1		February - March 2013
Mauritius	Ghirish Singh Abdhoosee	1		May - December 2012
	Mary Jane Piang Nee		1	January - April 2012
	Olivier Von Mally	1		
Mozambique	Yadave Roopchund	1		
	Benjamini Portugal	1		February - March 2013
	Carlota Madope		1	February - March 2013
Namibia	Frans Ugwanga	1		February - March 2013
	Veronika Haimbili		1	February - March 2013
South Africa	Justine Samuels		1	March - May 2012
Swaziland	Beula Dlamini		1	February - March 2013
	Lungelo Nhleko	1		February - March 2013
Zambia	Consolato Stephen Malulu	1		February - March 2013
	Ketiwe Lydia Zulu		1	February - March 2013
Zimbabwe	Evans Gwatidzo	1		February - March 2013
TOTAL		9	9	18



My experience at Gender Links has been one of a kind! I can still recall the day I arrived for my interview as if it was only yesterday. The interview was tough; I thought I had not made it. From the moment I started working at GL, my knowledge has gone far beyond my expectations. GL Country Operations Manager Mpumelelo Mlilo has taught me things way beyond what

I learn in school. He taught me how to use Pastel in one day! I can now arrive at work even in his absence and capture data. I am grateful for this. This internship has not only increased my mental capacity but it has also introduced me to some incredible people - my colleagues and I have become friends beyond the office walls. There is never a dull day in the finance office. I enjoy the work and the laughter! I am grateful for the opportunity to gain working experience, but has also shaped my life and influenced my future in many different ways.

Thato Cheka, Lesotho

I joined Gender Links office early February 2013. I expected to find easy things to do but only to discover that there were no easy tasks at Gender Links. I worked under pressure. Fortunately the country manager and program officer here helped and taught me about multi-tasking. Since I joined Gender Links, I now have a better understanding of gender issues. I was able to network with different stakeholders during preparations for the Lesotho Summit and it was really an exciting experience. My computer skills improved so much because I was using the computer daily to upload attitudes surveys and knowledge quizzes. The country summit held 18 - 19 March 2013 provided an opportunity for me to meet high profile and important people in the country, people that I always wanted to meet. I am passionate about learning new things, and have learned so much from Gender Links. Challenging as the learning was, I still had an amazing experience and I thank Gender Links for the opportunity.



Alice Ranthimo, Lesotho



Soon after graduation in September 2012, I volunteered at Gender Links. During the 16 Days of Activism against Gender Based Violence, I assisted the office by conducting cyber dialogues held in Mashaleng and Ramapepe. Out of this experience, I learned to take charge through managing and controlling adults and to stand my ground, while being respectful.

I also gained confidence, as I had to stand in front of people giving instructions and providing direction. I was also involved in interviews and writing up of the changing lives stories and Women in politics.

In February 2013, GL Lesotho took me as an intern to upload the Knowledge and Attitude survey which and to support the national Summit. The pre-summit preparations were challenging. I typed application forms for the entrants, gaining experience on using a computer. During the summit, I learned to work under pressure, which I was not used to - organising the presenters and making sure that the presenters' PowerPoint presentations were well typed and in order was all new and exciting for me. I thank Gender Links office for this awesome experience.

Misa Herintso a Randrianasolo, Madagascar



I completed training in local development and territorial administration and have a university qualification in Sociology. My internship at the Madagascar office provided an opportunity for me to engage with the realities concerning Gender and local government in Madagascar. I have also learned about the different areas of work done by Gender Links. The experience gave meaning to the academic knowledge and insight to the workplace. I am now more convinced that gender equality is an important issue and key to sustainable development.

Olivier Von Mally, Mauritius

I learned about Gender Links through my friend Mathuresh Roopchand. I served as a rapporteur at the National Summit held in March 2013. Initially I was apprehensive because I felt that the amount of work expected of me was overwhelming. However, when I saw the good atmosphere among all the colleagues and the Director, I wanted to be a part of the team. This was my first office job and I am excited. I learned on the important role played by Local Government and Councils in shaping the country. I never realised how local economic development could be easily be put into place if necessary resources are gathered in a structured way, and support from local councils given in a way that empowers women thereby benefitting the community at large. My colleagues Mena and Ghirish taught me how to upload forms and photos onto the website. It is an honour for me to work with Loga Virahsawmy. This experience has been a revelation, I learnt how to read newspapers and now see how the main newspapers are gender biased. I am now more critical of the news.





After numerous applications for a job, I was pleased to obtain a two months contract from Gender Links since I have only a Higher school certificate qualification. A fundamental aspect that I learned during my internship is that planning is a vital tool for the proper functioning of an office. The administration here is very well organised and under good supervision.

This largely contributed to the success of the 2013 National Summit. I thoroughly enjoyed my role as a rapporteur during the Summit. I met new people from different organisations, media houses, councils and even Ministers. After nearly two months working with Gender Links, I perceive things in a different way. The SADC Gender and Development Protocol has made me more aware of the social issues in our country and in the region. I use my working experience in my everyday life. I read more newspapers; I am more gender sensitive and am now able to analyse articles in the newspaper with a different perspective. It was a pleasure to work in the Gender Links office. Let me not forget to mention how I enjoyed for the Gala Dinner of the Summit!

Benjamini Portugal, Mozambique

I graduated in journalism at Universidade Eduardo Mondlane in 2011. I am currently doing the internship program at Gender Links Mozambique Office. I am working towards the success of the SADC Gender Protocol @Work Summit scheduled for this month (April) in Maputo. My work involves support to country manager, Mevasse Sibia, through coordinating and logistics for the Summit activities. I am involved in liaison, motivating providing technical support to the many candidates competing in the nations Summit. The scope of my work has been good for networking as I have come into contact with many different people and organisation across Mozambique. The relationship and networks built will continue even beyond my Internship with GL. At a technical level, my IT skills sharpened. I learned to upload photos and documents onto online databases. The experience I am gaining will definitely add value to my personal and professional growth.



Carlota Valentina Madope, Mozambique



I am a final year student of Translation and Interpretation - English/Portuguese course at the Eduardo Mondlane University. I have also studied Natural Resources Management at the Wild Life College in South Africa, and attained Certificate and Diploma levels with first class and distinction passes

respectively. My attachment with Gender Links is giving me opportunity to share knowledge and experience gained from other organisations, while also learning about GL and the work it does. I have learned to manage logistics and documentation for large-scale events involving Councils across the whole country. The exposures strengthened and improved my time management skills and multi-tasking skills. I am thankful to Gender Links Mozambique for the opportunity.

Veronika Haimbile, Namibia



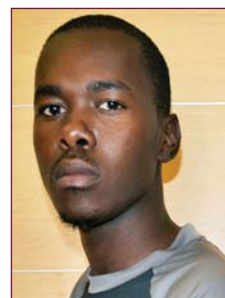
Working with Gender Links has been a blessing. As a student journalist student working with GL has been a wonderful experience that opened my eyes. I now know the kind of life that I look forward to having. This experience has prepared and taught me on how to survive as a journalist. Of course, I knew that journalism is something I wanted to do, but I had

some doubts if I would ever be good journalist. However, right now, all my doubts have disappeared. What encouraged and surprised me was that I managed to get stories from people. I was able to convince them to open up to me and take me into their confidence. They all shared with me personal stories. Through this experience, I learned how to be diplomatic in my approach to people. I enjoyed going to different towns and villages covering different story themes. I got the chance see other parts of Namibia, and how people there live. Until then, I had only known of the southern part of Namibia as represented on the map, but I say that I have actually been there!

I appreciate the opportunity and would like to thank Sarry Xoagus-Eises and the rest of the Gender Links team including Board Member Emily Brown, also head of Media Technology, Polytechnic of Namibia.

Frans Ugwanga, Namibia

My internship with Gender Links exposed me to mainstream media and dealing with media practitioners. I learned about "what makes news", and how to report accurately. I now realise that anything and everything can be newsworthy, and that news is found everywhere and anywhere.



The size of the place or levels of development of an area are of no significance, one can find new stories in large cities as well as small villages. I learned techniques for gender sensitive and balanced reporting. I am now more objective, fair and accurate when reporting. GL provided me with an opportunity to experience what it feels like to operate as a professional journalist. I went out into the field gathering stories. I learnt about efficient time management. At a personal level, I learned to be sensitive when dealing with different ethnic

groups and to avoid stereotypes and generalising. Thank you Gender Links for the amazing opportunity.

Lungelo Nhleko, Swaziland



I joined Gender Links as an Intern in February 2013. I provided support and assistance in the run-up preparatory work for first ever Swaziland SADC Gender Protocol Summit held in March 2013. Since I started working with Gender Links my personal character, beliefs, values and the customs I upheld have changed. Before, I believed the girl child belonged in the kitchen. I never believed a voice of a woman can be heard; and that the voice of a man is FINAL in every respect. That view has changed completely.

At a technical level, I learned to use digital cameras, how to take photographs, snapshots and videos. I gained experience of this during the Summit. I also found knowledge and inspiration at Gender Links and the team I worked with and would like to thank them all for the opportunity and support.

Consolato Stephen Malulu, Zambia



I joined GL Zambia in February 2013. I have since been exposed to more gender awareness and information than I ever anticipated. My major duty was to manage information flow around the National Summit. I provided individuals, organisation and other stakeholder with information - information about Gender Links, on gender issues, on the Local Council Centres of Excellence and even about other partnering organisations. I upload newspaper clippings, field pictures and contributed to the GL social media page on Facebook. I also administered all GL Monitoring and Evaluation forms, assisted participants to complete the forms before uploading them on to the website. Furthermore, my involvement in the National SADC Gender Protocol Summit, presented an opportunity for me to interact with people from different walks of life; politicians, clergymen, lay people and this helped me

learn more about the different measures men and women nationwide are using, and could adopt in promoting gender equality and women empowerment. I learned some of the most brilliant initiatives and ideas that people have established in tackling problems like poverty, HIV/AIDS, climate change and bad traditional practices in relation to gender. The Summit is one of the most significant events held by GL and the best platform for people to showcase their projects and share ideas on how to advance the fight against gender inequalities. I am grateful to GL and the Zambia Country Manager, Faides Nsofu, for giving me the opportunity to work for a gender forward thinking organisation. My perception about women and girls has greatly changed and I now gain great satisfaction from seeing women and girls being educated and empowered.

Ketiwe Lydia Zulu, Zambia

I am a third year student at Zambia Institute of Mass Communication (ZAMCOM). I served as an Intern with Gender Links Zambia, and this has been a great experience. I learned a lot, especially during the country SADC Gender Protocol Summit. The Summit was an eye opener: I now know the 28 targets of the SADC Gender and Development Protocol and how they are being implemented in Zambia.



Evans R. Gwatidzo, Zimbabwe



I joined Gender Links during a very busy period of verification visits. I helped to document people's experiences with GL through the Women in Politics and Changing Lives series. This culminated in the National Summit planning, and Summit itself: a demanding exercise that required a lot of team work, extra commitment, working extra hours to meet deadlines. My working experience with Gender links can be best described as educative and informative. I am now capable of working with different people. I have now become an improved team player and I am able to work under pressure.

FINANCE

Finance and value for money



GL staff: Tarisai Nyamweda, Yoliswa Mkaza (finance officer) and Lucia Makamure at the GL annual Christmas party.

Photo: Colleen Lowe Morna



"During my first month at Gender Links, I found staff busy with their Learning Journeys. It was baptism by fire. Having just arrived, I was nervous about writing a "Learning journey" and I just got more nervous after looking at the editorial requirements.

My most important deliverables are to ensure that all travel and accommodation bookings are made on time as well as to ensure value for money on the money spent on the different activities and procurement. I also have to oversee the regular maintenance of the Gender Links cars and office property. In addition, I maintain the consultant and service providers databases.

I have made mistakes, but I have learnt a lot from them. In some instances, I have not confirmed bookings and staff members have arrived at their hotel only to be told "there is no room in the Inn". I try not to take myself too seriously and I laugh at myself at times. For I am only human; and "to err is human". However, to prevent such mistakes, I now work with a check list which guides me in my day-to-day work.

Gender Links has a great system of templates and as well as the log frame which have allowed me to monitor and see my own growth. People always say one never stops learning and indeed the advance IT and document preserving systems at Gender Links has allowed me to grow from strength to strength. Over the past month we have been introduced to an interesting 365 cloud system.

Working in a team has taught me a lot about myself and other people. No one exists in a vacuum. I have learnt different skills, including effective communication, as well as planning and multi-tasking. I have learnt to write monthly monitoring and evaluation reports, although tedious, they are a tremendous reflection tool and also guide me in effective VFM spending." - Shamiso Chigorimbo, Procurement officer.

OVERVIEW

By Caroline Takawira, Head of Corporate Services



The non-profit sector suffered a hard blow during the global economic downturn in 2012. Within South Africa, donor funding has all but dried up, as our home base is regarded more and more as a middle-income country.

Despite all the challenges in the development sector, GL has managed to secure funding worth R70 million

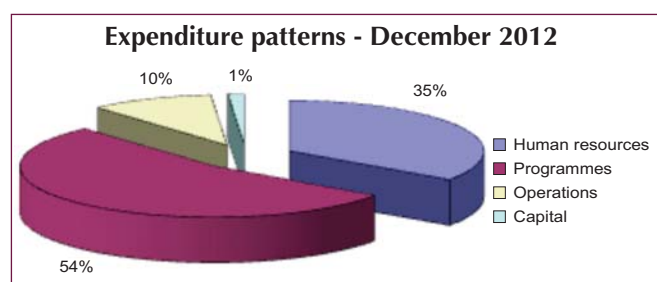
for the next three years. The new funding streams that we have started accessing, and have boosted our income, include the EU (for the Alliance programme), The Netherlands government FLOW fund (for the COE and the Entrepreneurship programme). GL also managed to raise in-country funds for Zimbabwe through Sida and in Namibia through NEPAD. GL also changed its year end from February to December effective 31 December 2012; therefore the figures provided in this report are for the 10 months (March-December 2012).

Income trend over the past three years

Income trends 2010-2012						
	2010/2011	%	2011/2012	%	Dec 2012	%
Carry over donor funds	5 875 081		2 568 658		4 977 171	13%
Donors	22 972 290	91%	33 859 603	92%	30 942 643	83%
Own	2 140 016	9%	3 016 476	8%	1 246 768	4%
Total new	25 112 306	100%	36 876 079	100%	37 166 582	100%
% increase	-21%		47%		-6%	

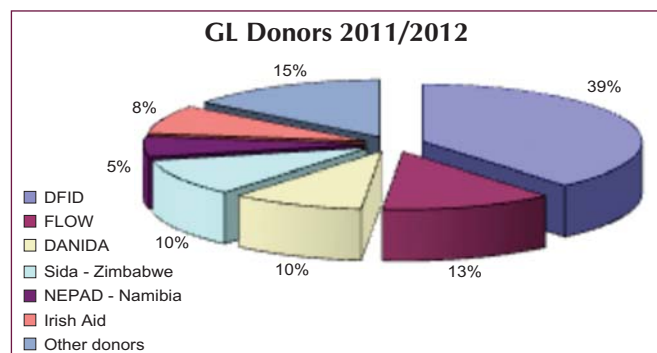
The above table shows that overall, GL income dropped by 6% in the period to December 2012; this is reasonable given the ten month horizon.

Expenditure patterns - December 2012



Programme expenditure accounted for 54% of the total budget; an increase of 16% compared to the period ended February 2012. Capital expenditure fell back to the normal 1% compared to the 2010-2011 year when GL purchased the Cottages. Human Resources and operations remained within acceptable levels of 35% and 10% respectively.

Diversity of funding portfolio - Dec 2012



As reflected in the chart, GL maintains a relatively diversified funding portfolio, buoyed significantly by bilateral donors. During the reporting period DFID remained GL's major donor contributing 39% of the total income received. FLOW, a new multi-year donor, is the second largest donor. Sida and NEPAD, which fund our country offices took fourth and fifth position respectively.

Other donors' breakdown

Other donors breakdown		
Donor	Amount	%
UN Women Zimbabwe	837 471	18%
HIVOS Stichting (HIVOS)	712 243	16%
Norwegian Church Aid (NCA)	703 204	15%
UNDP Madagascar	494 570	11%
Diakonia	466 064	10%
UNICEF Zambia	453 795	10%
Other Donations	374 093	8%
UN Women Mozambique	286 732	6%
UN Women SA	219 839	5%
Total	4 548 012	100%

Other donors contributed 15% of the total income received. UN agencies account for half this amount, or 7.5% of GL's income during the period under review. Although these grants are small, they are GL's traditional donors that helped with programme and institutional support for GL to be where it is today. The few new donors include UN Women Zimbabwe and UNICEF Zambia which supported the GBV indicators research. 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.

Key facts about GL Donors			
Donors	2010/2011	2011/2012	Dec 2012
Total no.	9	11	14
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 at the end of each reporting period due to changes in FY

The table above shows that:

- GL had 14 donors in the 10 months ended 31 December 2012, compared to 11 in the prior year, and nine before that. The increase in the number of donors reflects short term in-country donor funds for Zimbabwe, Zambia and Madagascar.
- GL wrote a total of 23 donor reports in the year under review.
- In-country funding is important for GL's sustainability but places immense pressure on administrative infrastructure, that is not well resourced through donor funding.

In-kind support

Country	Amount	Description
Botswana	R419,807	Botswana TOT - WAD; Botswana TOT - BALA; Botswana COE - Boteti district
South Africa	R283,042	Flights for Alliance Annual Meeting - FES; Alliance Annual meeting Accommodation - FES Botswana; Maps Workshop - Polokwane Municipality; COE Implementation - Bitou Municipality COE Workshop - Aganang Municipality; Zimbabwe Barometer Freight - UN Women; GMDC Launch - Benedict Bennet
Zambia	R163,855	Summit - UNICEF; Office space - LGAZ Summit - GIDD
Zimbabwe	R161,210	COE - Zvimba; COE - Chegutu; Printing of Zimbabwe Barometer - UN Women
Madagascar	R150,000	Madagascar Summit - UNFPA
Mauritius	R 69,990	Venue, catering and Sound System - SADC Seminar Women in Politics & Action Plan Venue - Vice Prime minister; GPSDC Award Ceremony - Municipality; Venue, catering and Sound System - UNESCO/UOM; Venue, catering and Sound System - Curepipe municipality; Venue, catering and Sound System - La Sentinelle Conference; Mauritius 50/50 Workshop - MBC Moka Venue, catering and Sound System - Municipality; Mauritius 50/50 Workshop - Curepipe municipality; Consolidating COE Council - Ashweenee Rughoodass; Consolidating COE Council - Neesha Chetty; Mauritius 50/50 Workshop - Mapou PRDC Venue, catering and Sound System - MBC Conference Venue, catering and Sound System - La Sentinelle Conference
Swaziland	R12,000	Inception Workshop
Total	R1,176,694	

GL's formal accounts understate a set of satellite accounts - the huge value we derive from in-kind support through the multiple partnerships we develop. Over the last ten months, GL has become more adept at capturing this support in monetary terms. The table shows that during the period under review, GL received in-kind support worth R1,176,694. This consists of payments made directly by donors for services; contributions by gender ministries to our work and summits; and money saved as a result of councils hosting various events. During the period under review, the Botswana office raised the highest level of in-kind support, followed by South Africa, Zambia, Zimbabwe and Madagascar. We thank our partners most sincerely for these contributions, that go well beyond the monetary value. Sharing the financial load enhances ownership and sustainability.



Leaving nothing to chance: Botswana Country Manager Keabonye Ntsabane. Photo: Colleen Lowe Morna

VALUE FOR MONEY



The DFID Independent Progress Review (IPR) assessed if GL is doing the right thing (relevance), in the right way (effectiveness), and at the right cost in order to understand the efficiency criteria. The report concluded: "An assessment of GL's annual report presents evidence that GL has a good understanding of their costs, factors that drive them, and the linkages to their performance and ability to achieve efficiency gains." The following are excerpts from the IPR report:

Economy

Taking advantage of technology to cut costs - GL has innovated a cost-effective way of generating qualitative data from the backend of their website for monitoring and evaluation reports. This represents value for money and efficiency of data collection. In the past, the programme managers at the head office spent considerable amounts of time filling out tracking sheets but now this is done by the field officers in the country offices and collated by the monitoring officer at the head office. The country managers are now focused on managing strategic relationships and fundraising for country operations.

Maintaining database of consultants and other service providers - GL maintains a database of consultants, which is updated regularly. GL has a set of rates based on qualifications and experience. GL relies on consultants for the media programme and GL advisory services as appropriate. The consultant database shall be maintained by the GL advisory services manager in order to streamline staff responsibilities and promote efficiency.

Managing procurement costs - GL employed a procurement officer who searches for cheap tickets online to get affordable rates for GL staff and partners without relying solely on a travel agent. The procurement officer also searches for affordable hotels out of Johannesburg to accommodate GL staff and consultants. GL makes use of three Star venues, in Johannesburg the GL Cottages to cut costs. GL has established a suppliers' database regularly updated and verified by Country Managers and staff who travel.

Efficiency

Piggybacking activities to reduce costs - GL dovetailed its annual Board, Strategy and Planning meeting with the Summit; hosted a GTF learning group and invited COE's to the learning event on gender mainstreaming; dovetailed the PPA evaluation data collection with key events such as CSOs meeting in Maputo, Mozambique; Alliance annual meeting in Johannesburg, reference group meeting in Swaziland, and training of trainers workshop in Namibia.

Building synergies across programmes - GL has strengthened planning processes to ensure synergy, cost savings and multiplier effects across programmes. In 2012, following the huge interest in the annual Gender Justice and Local Government Summit, PPA funds made it possible to decentralise this to six countries where GL has offices. In-country summits resulted in 980 beneficiaries being able to participate compared to 200 in 2010 and 265 in 2011 (370% increase). The cost per participant declined from R14, 664 in 2010 to R12, 948 in 2011 and to R 3744 in 2012.

Effectiveness

Monitoring and evaluation - GL has developed a comprehensive online event tracking form, which includes country specific forms for local government and media. The monitoring and evaluation officer at the headquarters collates qualitative data on a weekly basis using the online database. Programme managers use the information to check progress on targets. Monitoring is integrated in GL staff performance reviews. At the outcome level, GL collects qualitative data from feedback; testimonials; beneficiary analyses; scorecards; case studies and partnership feedback. GL measures its contribution to impact through baseline studies; progress studies; citizen scorecards; knowledge and attitude quizzes; and case studies from the SADC Gender Protocol Barometer. This information is used to improve programme delivery.

Cost savings from government contributions - GL saves huge sums of money as a result of the financial and in-kind contribution from the governments and partners for the GBV indicators research and governance CoE work (see earlier section on in-kind support). More important, they enhance ownership and sustainability.

SUSTAINABILITY

Sustainability and diversification

"Be not afraid of greatness: some are born great, some achieve greatness and some have greatness thrust upon them".



Gerald Mkulama ensures the GL Cottages gardens are kept in tip-top shape.

Photo: Albert Ngosa



Sally Makhudu and Nancy Padare.

Photo: Albert Ngosa

"It is almost two years since I moved from Gender Links (GL) head offices to work at GL Cottages. Working at the guest house requires you to think fast and be smart all the time. I have learnt a lot about the hospitality industry during the past two years. I have learnt to respect my work, obey the rules and forgive. Trust me, when we have a group people, it is not easy!

Let me give you the example of a particular guest charged herself R300 a plate for dinner. I tried to tell her that our dinner is R150 a plate but she told me that her company would pay for everything while she is staying at the Cottages. However, she later returned to ask for her money back saying that we had overcharged her for dinner. I tried to explain that she charged herself that money. She started to tell me so many stories and wanted her money back. As I know the rules, I asked her if she had intended to steal the money from her company. You know what she said to me? She said that I am very rude and that I was lucky that I was old; if I was her age she was going to fight me. However, she stopped arguing with me when I told her that I was going to call her company and explain everything. I said that I could send a new invoice. She then admitted that she had done it on purpose so that she could use the money to buy items to take back home. She stayed for six days but that six days felt like one month!

In 2013 I am looking forward to exploring new things and to the customers, especially groups which need accommodation and conference facilities. Lastly I want to thank Gender Links for supporting the GL Cottages. Without you, we would have closed our doors. Now with your support our doors are still open."

FUNDRAISING AND INCOME GENERATION

By Caroline Takawira



Caroline Hoy (DFID) and Wonder Jekemu (Sida) join GL on a verification visit in Zimbabwe. Photo: Tapiwa Zvaraya

As elaborated in the CEO's report, GL has a four-prong approach to financial sustainability. Fund raising is at the core of this strategy. As reported in the earlier section, GL is working to improve the value it derives from all resources, and to leverage the resources it receives through in-kind support. Through the GL Services portfolio, GL is seeking to diversify and generate some of its own income for sustainability. Vigorous fund raising, at regional and country level, remains at the core of GL's strategy.

Summary of GL fundraising efforts	
Number of proposals written	34
Value	R156 904 692
Number successful	16
Number pending	9
Amount secured	R81 501 660
Amount under negotiation	R35 428 032
Success rate	46%
Potential (raised and under negotiation)	73%

The table shows that GL submitted 34 funding applications worth R156,904,692 in the period under review; 16 succeeded and nine are still pending at the time of this report. GL secured 47% of the funds applied for. Should the pending applications materialise, this would result in a 73% success rate. These margins reflect the conundrum of every NGO. Uncertainties such as these make it difficult to plan.

In-country versus regional funds raised in 2012		
Total amount raised	Total amount raised in-country	% of amount raised in-country
R30 942 643	R6 996 653	23%

On a positive note, the table shows that of the funds raised in 2012, 23% resulted from in-country fund raising

initiatives. This is a positive sign for future fund raising efforts. It reflects the wisdom of registering nine country offices and empowering them to raise their own funds.

Own resources

Own resources comprises GL's non-donor funds: reserves built up through interest, VAT returns, consultancy work, sales of publications, the GL Cottages and the GL Training Institute. Although small, this portfolio is significant in that this is GL's only cushion against funding shocks.

Breakdown of GL's own Resources					
Entity	Category	2011/2012	%	Dec 2012	%
GL	Interest	266,020	8.8%	205,236	16%
	VAT	1,133,871	37.6%	579,631	46%
	Conference facilities	270,493	9.0%	63,191	5%
GTI	Gender Links Training Institute	806,857	26.7%	224,075	18%
GL Services	Advisory Services	427,867	14.2%	76,169	6%
	GL Cottages	108,523	3.6%	86,877	7%
	Publications	2,845	0.1%	11,589	1%
	Total	3,016,476	100%	1,246,768	100%

GL Services declined from R3,016,476 to R1,246,768. This in part reflects the ten-month year. Other reasons include the smaller VAT yield: last year GL claimed VAT on the purchase of the GL Cottages, a major return. GL did not raise as much through the GL Training Institute (GTI) and Advisory Services due to a heavy programme load and exacting demands by bilateral donors that kept senior staff focused on this larger portfolio. In its second year of operations, the GL Cottages just broke even with several capital investment projects. This is normal for a new business. However, looking to the future very concrete targets need to be set for generating more income from this portfolio (see GL Services report).

Endowment fund

GL invests reserves generated in an endowment fund. This fund continues to grow steadily. GL's endowment fund grew by 12% as compared to 9.5% last year, from R2.7 million to R3 million in the past year. The major contributor to the growth of the funds is investment in property as well as some offshore investments. The endowment market investment performed well and management are considering investing additional funds in the new year in order to maximise on high returns. GL has opened a page on its website for **individual donations** - <http://www.genderlinks.org.za/page/donate>. These funds will be added to the endowment fund.

GL SERVICES - OVERVIEW

By Mukayi Makaya Magarangoma ~ GL Services Manager



Mukayi Makaya Magarangoma ~ GL Services Manager



Kubi Rama - Chief of Operations Officer

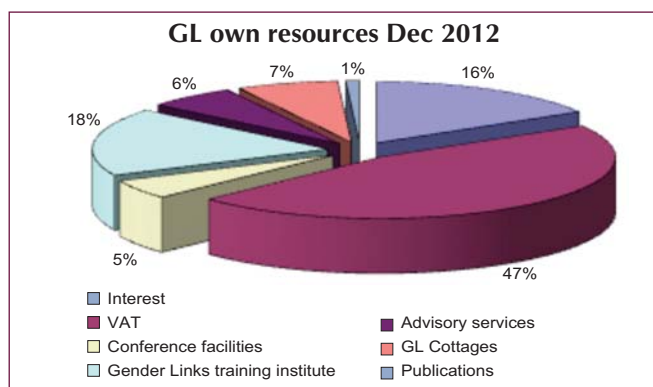


Amanda Mase - GL Cottages Manager



Nancy Padare, House Manager

GL Services represents Gender Link's profit making strategic business unit. The portfolio consists of Gender Links Training Institute, Advisory Services, GL Cottages, and GL Resources (photos, books, dvds and videos). These units made an income of R2.3 million during the ten months under review, and a profit of R398,710 (see breakdown of GL's own resources).



The chart that breaks down GL's own resources by proportion shows that advisory services constituted 47% of the total, followed by GTI at 18% and the GL Cottages at 7%. GL will seek to increase the amounts earned from each portfolio as well as achieve a more equitable contribution by the different income streams as elaborated in the GL Services report. Gender Links firmly believes in growing this portfolio into a stable self-sustaining and profit driven venture. To this end, 2013 will see concerted efforts to maximise and capitalise on the potential gains of this portfolio.

GL COTTAGES

Throughout 2012, GL Cottages provided accommodation, and conferencing facilities, including hosting special events, to its clientele. The clientele includes civil society organisations, environmental and wellness interest groups, South Africa based travel agents, academic institutions in South Africa and beyond, residence of the Observatory Urania Village, the public from all walks of life and our very own Gender Links.

"The GL Cottages is a welcoming, clean place, it's nice and quiet, which was lovely for us. All the employees are very helpful, keep up the good work. God bless you and your families." *Tandeka Vinjwa: E-News Health, South Africa*

Towards the end of 2012, GL Cottages employed a full time manager, Amanda Mase, qualified in the hospitality trade, to run the operation. Through her expertise, Mase introduced exciting family outdoor events like family fun days, children's parties, and weekend High Teas. High Teas have proved to be popular for providing lovely space for family bonding while enjoying freshly baked confectionery. High Teas, at introduction stage, are held monthly, during the last weekend of the month. Advertising is done through several avenues. These include Group On, an e-based marketing platform with a wide distribution network within South Africa; the GL South Africa list serve, GL website, GL Cottages website, strategic distribution of flyers and of course word of mouth.



GL Family Fun Day, HR Manager, Vivien Bakainaga and her son, Akampa.
Photo: Gender Links

GL Cottages physical infrastructure makes it ideal for staff retreats and teambuilding, family parties, children's parties, weddings and more formal type functions. Recreational facilities include a mini basketball court, a trampoline, outdoor braai spaces, and several walking trails. GL

Cottages prides itself in the ability to host special events and corporate functions! The highlight for 2012 was hosting the Gender Links Staff Annual Awards Dinner with over 80 people. The GL Cottages team hosted the event, from the room setting to the menu right through to the entertainment! As with most initiative, GL Cottages starts by serving Gender Links before rolling out to other external clients.



GL Cottages guests enjoying a game of basketball.

Photo: Albert Ngosa

Like any business, GL Cottages had its share of challenges during 2012. The two main challenges were the seasonal nature of the business and holding capacity on both accommodation and conferencing. By nature, the hospitality industry is characterised by high and low seasons. The challenge is during the low seasons, and how to generate sufficient income to cover fixed costs and still make a profit. Regarding the holding capacity, the challenge was that the majority of our clients are sensitive when it comes to shared accommodation, and they prefer to book single accommodation. This then meant that for resident conferencing, we were only able to accommodate groups of up to 19 delegates. In a number of cases, booking of over 20 delegates were lost to competing establishments that were able to fulfil this need.

At a strategic level, several initiatives were undertaken. These included GL Cottages embarking on an application for Commercial Rights, which allows the establishment recognition as a profit making entity, thereby increasing the value of the asset and qualifying running it on a profit making basis. We also undertook a building project to increase accommodation rooms from 19 to 30. As part of diversification, GL Cottages plans to launch an Africa Restaurant and coffee shop.

As a new business area that is service driven, there is continuous learning and by far the biggest learning point is always to respond to the client's needs and wants! Thankfully, a dynamic professional team, that understands service culture, and always serves beyond the call of duty supports the GL Cottages.



Chef Kgomoiso Baloyi (left); David Makhude (right).

Photo: Albert Ngosa

GENDER LINKS TRAINING INSTITUTE (GTI)

The Gender Links Training Institute is in its second year of operation. In May 2012, GTI received its accreditation as a trainer from the South African Qualifications Authority (SAQA).

In its first year of operation, the institute took on considerable training assignments. However, 2012 saw the Institute focusing on the administration and disbursement of the DANIDA Africa Capacity Building Grant. During this period, GL administered funds to five Africa based organisations for various aspects of training and capacity building as identified by respective organisations.



Kubi Rama facilitating gender mainstreaming training - Irish Aid Reference Group in Limpopo.

Photo: Gender Links

DANIDA Africa Capacity Building Grant 2012

ORGANISATION	AREA OF TRAINING
PENHA	Strategic Planning
International Alert	Strategic Planning
Women for Women International	Training on Entrepreneurship
Action Aid - Uganda	Knowledge Production
Forum for African Women Educationists (FAWE)	Financial Management Skills

The fund allowed for considerable innovation, including a one week institutional study visit by the Accra-based African Women's Development Fund.

A good example of *programme fit and leveraging* is the groundbreaking consultancy work done in Namibia, Seychelles, Swaziland, and Zambia on National Gender Action Plan and Costing Gender Action Plans. This is in line with programme work done by the Alliance and Partnerships programme as relates to the SADC Gender and Development Protocol targets; and a donor deliverable by which the Alliance programme will be evaluated against.

So on one hand GL generates income from respective governments and/or funding partners, while at the same time doing programme work that already has funding provisions through GL's programme work. Because government have used their own resources to fund these processes, there is increased buy-in and ownership on the government's part.

African Women's Development Fund (AWDF) Study Visit to Gender Links

AWDF is a Ghana based grant-making foundation that supports local, national, and regional organisations in Africa working towards women's empowerment. Through its institutional capacity building and programme development, AWDF seeks to build a culture of learning and partnerships within the African women's movement. It is against this background that AWDF embarked on a study visit to Gender Links headquarters in Johannesburg.

AWDF also sought to strengthen their strategic communications, including areas of monitoring and evaluation and analysis. The AWDF delegation consisted of a team of five, four programme managers and the communications manager. Gender Links developed an open and flexible programme, and addressed the individual specific learning needs, as well as written assignments. The programme started with a session on communication and the various communication tools, including written products. The AWDF delegation spent time working with a professional designer to design and layout an annual report that under production in AWDF, and for distribution later this year.

The AWDF delegation also had the opportunity to break up and spend time with members of the GL management team working in similar programme areas.

This model of learning was unique in that learning and knowledge sharing was a two way process. The AWDF delegation made a presentation on their work to GL and South African partners. The positive experience is reflected in the E Mail from AWDF Executive Director Theo Sowa to GL CEO Colleen Lowe Morna:

"Just a quick note to thank you and your team at Gender Links for all the work you did with the WAD delegation. They came back very enthused... and more to the point (for me) it was great to hear them talking about some changes in work styles and articulating a more challenging approach to report writing, information gathering and sharing etc. I have been pushing some of these issues since I got here, and to have someone they did not know and that they



AWDF delegation during a field visit at City Press, Johannesburg.

Photo: Albert Ngosa

respect push the same issues and approaches gives so much more weight!

Thank you also for your great hospitality - the team really appreciated that and spoke about it a lot. It would be great to confer with you at some point. I would love to get your own feedback on the placement and next steps WAD can take. In addition, it would be great to know how much GL paid for your data system (just approximately) as I know I will have to be fundraising for the overhaul (or redesign probably) of our system, and it would be great to have an idea of how much I should be aiming for.

The team that came to GL are putting together a joint report on their experience - partly for you, but mainly to share with WAD colleagues and to help us identify next steps. I agree that it would be good to share with DANIDA and to use this as an example of peer learning."

On behalf of the team, Programme officer Rissi Assani-Alabi, wrote: "We would like to express my sincere gratitude to you all for your warm welcome and hospitality during our stay in Johannesburg. The training workshop was interesting and very insightful and we will try as much as possible to apply the newly acquired skills onto our work at AWDF."

GL ADVISORY SERVICES

Advisory Services is seen as Gender Links "star" and "cash cow" business unit. Advisory Services work in essence leverages off GL's core programme work. GL refers to the following criteria in deciding whether or not to undertake consultancy work:

- Programme fit and leveraging.
- Available capacity.
- A cost benefits analysis, including income to be earned by GL.

During 2012, GL conducted 12 advisory services consultancies. Areas of work included gender audits and mainstreaming; gender and local government; institutional support, research and policy and training. Advisory Services clients comprised SADC region government departments, international development agencies, academic institutions, and partner organisations.

Client	Nature of Work	Fit with Programme Work
Gvt of Namibia - Ministry of Gender	Design and lay out of a Gender Mainstreaming and Costing Training Manual	Alliance - feeding into PPA targets around the SADC Gender and Development Protocol
Government of Seychelles	Follow up visit - developing a costed National Gender Action Plan	
Government of Swaziland	Gender Mainstreaming and Costing the National Gender Action Plan	
GIZ	Zambia Gender Mainstreaming and developing a costed National Action Plan	
SADC Gender Unit	Hosting and facilitating a regional conference on GBV National Action Plans	Justice Programme - Gender Based Violence National Action Plans to halve GBV by 2015
University of Western Cape	Facilitation - Gender Mainstreaming Training	GTI - GL Training Institution
Norwegian Church Council	Meeting facilitation	Alliance - Partnership with FBOs on the SADC Gender Protocol
Polytechnic of Namibia	Developing a Gender Policy for the institution	GL Services - Research and Policy work
University of Mauritius	Training journalists on Gender and the Media	Media programme - gender responsive reporting
Commonwealth	Research Paper on the impact of women in politics in South Africa	Governance programme - women in decision making positions
UNECA	Women and Local Government - Gender mainstreaming - Centres of Excellence Model at Local Government	Governance programme - Gender and Local Government; Centres of Excellence Model

GENDER LINKS RESOURCES



GL continues to make modest sales of publications. For example, the Open Society Initiative of Southern Africa purchased sets of GL's gender and media publications for a media-training workshop.

Gender Links has brokered a distributorship deal with African Books Collective (ABC), a UK and America based commercial distributor that has begun to generate online sales. One of the drawbacks that GL faces is that many of its publications are available

online. In future GL will only put summaries of its publications online. Full access will only be gained after payment of either an access fee or a subscription fee.

The strategy also looks at consolidation and repackaging of existing stocks, for example the "I" Stories account. In

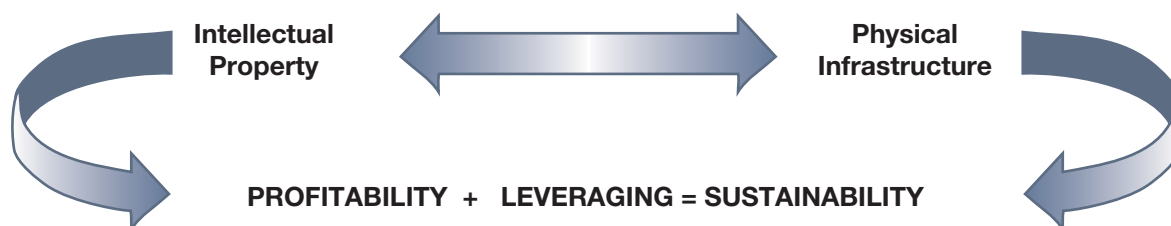
line with emerging trends, GL will also be exploring the production of e-books. GL now employs a part time Librarian whose portfolio includes working with South Africa based Librarians to market GL publications.

GL is pressing ahead with sales of photos online. GL has worked with a developer to make it possible to publish thumbnails of good, general interest photos from the institutional library online.

Looking to the future

Growth for GL Services lies within GL's ability to maximise on its intellectual property, strong brand name and its physical infrastructure, the GL Cottages. Through GTI, GL will provide training, as far as possible at the GL Cottages. The two units working together in a complimentary fashion can maximise profit, while displaying the Cottages to potential clients. The future of GL Services depends on this multiplier effect.

Intellectual Property + Physical Infrastructure = PROFIT





MIDDEL & PARTNERS

*Chartered Accountants (SA), Registered Auditors
Geoktrooieerde Rekenmeesters (SA), Geregistreeerde Ouditoure*

Independent Auditors' Report

To the shareholders 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), as set out on pages 6 to 16, which comprise the balance sheet as at 31 December 2012, and the statement of comprehensive income, statement of changes in equity and statement of cash flows for the 10 months then ended, and the notes, comprising a summary of significant accounting policies and other explanatory information.

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 31 December 2012, and its financial performance and its cash flows for the 10 months 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.

Secretarial duties

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

Middel & Partners
Partner: AM Fourie
Registered Auditor

Willowbrook
25 February 2013

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Gender Links (Association Incorporated Under Section 21)

(Registration number 2001/005850/08)

Financial Statements for the 10 Months ended 31 December 2012

Notes to the Financial Statements

Figures in Rand	10 months ended 31 December 2012	12 months ended 29 February 2012
9. Donor Funds		
Department for International Development (DFID)	13,027,576	18,011,734
Diakonia	499,064	537,025
Friedrich Ebert Stiftung (FES)	-	101,164
HIVOS Stichting	662,582	692,395
MDG3 Fund (The Netherlands Government, Ministry of Foreign Affairs)	-	6,170,579
MOTT Foundation	1,211,088	274,919
Irish Aid	1,476,295	1,696,979
Norwegian Church Aid	703,204	393,838
SIDA - Zimbabwe	2,111,450	-
FLOW	2,769,707	-
UNICEF - Zambia	453,795	-
Other Donations	341,091	-
NEPAD	680,269	-
The Danish Ministry of Foreign Affairs	3,447,936	6,768,987
The Norwegian Council for Africa	-	1,995,032
UN Women (SA)	219,839	897,874
UN Women(Mozambique)	286,732	-
UN Women (Zimbabwe)	837,471	-
UNDP (Madagascar)	365,054	-
	29,093,153	37,540,526
10. Investment revenue		
Dividend revenue		
Unit trusts - Local	17,585	18,358
Unit trusts - Foreign	947	-
	18,532	18,358
Interest revenue		
Unit trusts	18,671	25,372
Other financial assets	141,099	155,997
Bank	27,004	69,284
Other interest	21,334	-
	208,108	250,653
	226,640	269,011
11. Taxation		
No provision has been made for 2012 tax as the company is exempt from taxation of Section 10 (1) (d)		
12. Auditors' remuneration		
Fees	102,737	104,196

Gender Links (Association Incorporated Under Section 21)

(Registration number 2001/005850/08)

Financial Statements for the 10 Months ended 31 December 2012

Income Statement

Figures in Rand	Note(s)	10 months ended 31 December 2012	12 months ended 29 February 2012
Revenue			
Donor funds		29,093,053	37,540,528
Consulting fees		590,705	1,495,729
Rendering of services - Gender Links Services		959,838	1,286,009
Rent received - Gender Links Services		58,395	42,079
Conference and office facilities		183,188	234,000
Sales of publications - Gender Links Services		11,589	3,899
	9	30,896,768	40,602,244
Cost of sales			
Purchases		(266,575)	(258,576)
Gross profit		30,630,193	40,343,668
Other income			
Acquisition of assets		-	5,906,498
Dividend revenue	10	18,532	18,358
Fair value adjustments		304,924	193,335
Interest received	10	208,108	250,653
Exchange rate gain		-	49,931
Recoveries		702,630	533,311
Value added tax recovery		579,631	1,083,813
		1,813,825	8,035,899
Expenses (Refer to page 18)		(32,287,255)	(39,062,224)
Operating profit		156,763	9,317,343
Finance costs		(1,619)	(266)
Prior year - funds received in advance		30,019,135	20,776,697
Transfer to: Accumulated funds		(174,646)	(328,487)
		29,842,870	20,447,944
Prepaid expenses-movement		(650,903)	253,841
Transfer to: Funds received in advance		29,348,730	30,019,128

Gender Links (Association Incorporated Under Section 21)

(Registration number 2001/005850/08)

Financial Statements for the 10 Months ended 31 December 2012

Income Statement

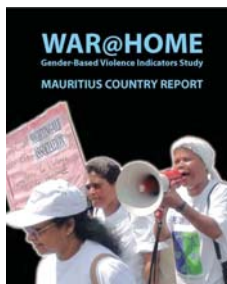
Figures in Rand	Note(s)	10 months ended 31 December 2012	12 months ended 29 February 2012
Operating expenses			
Administration and management fees		(1,015)	(3,180)
Advertising		(5,914)	(27,213)
Accommodation		(27,304)	-
Auditors' remuneration	12	(102,737)	(104,196)
Bad debts		(21,427)	-
Bank charges		(160,315)	(152,921)
Capital expenditure		(414,258)	(5,906,498)
Cleaning		(30,812)	(49,022)
Discount allowed		(91,829)	-
Conference facilities		-	(14,052)
Consulting fees		(537,029)	(2,315,588)
Courier and postage		(31,627)	(52,472)
Depreciation, amortisation and impairments		(248,306)	(376,427)
Employee costs		(11,461,530)	(12,192,139)
Entertainment		(10,122)	(2,850)
Equipment maintenance		(150,014)	(149,201)
Financial advisor fees		(13,336)	(2,100)
Books & Publications		(12,400)	-
Governance		(126,453)	(138,377)
IT systems		(226,284)	(333,337)
Insurance		(126,687)	(133,407)
Licences & permits		(11,983)	(2,970)
Loss on exchange differences		(48,948)	(13,010)
Management meetings		(55,858)	(23,407)
Monitoring and evaluation		(394,906)	(143,811)
Motor vehicle expenses		(96,599)	(49,725)
Printing and stationery		(211,663)	(258,174)
Publications and productions		(1,052,511)	(1,314,710)
Rent paid		(369,690)	(311,690)
Repairs and maintenance		(225,707)	(487,353)
Research and development costs		(4,164,227)	-
Linen & curtaining		(3,913)	-
Security		(37,877)	(35,906)
Staff development		(10,163)	(18,429)
Staff recruitment and development		(28,458)	(50,057)
Staff wellness and welfare		(223,577)	(274,162)
Subscriptions		(51,438)	(60,528)
Telephone and fax		(517,628)	(441,224)
Travel - local		(148,712)	(192,616)
Travel - overseas		(143,014)	(244,402)
Utilities		(414,726)	(119,112)
Website costs		(390,514)	(480,361)
Workshops		(9,885,744)	(12,587,597)
		(32,287,255)	(39,062,224)

GL PUBLICATIONS REPORT



INTEGRAÇÃO DO GÉNERO NO GOVERNO LOCAL MANUAL DE FORMAÇÃO DOS CENTROS DE EXCELÊNCIA

O manual dos Centros de Excelência na Integração do Género no Governo Local foi desenvolvido pela Gender Links (GL) para orientar os formadores dos municípios assim que vão trabalhando com os principais interessados no governo local na integração do género nas instituições e comunidades nos municípios locais. Este manual baseiou-se em vários manuais de formação da GL sobre a integração do género, desenvolvidos ao longo de muitos anos para a região austral. Os diferentes módulos de formação também se ligam proximamente com as disposições temáticas do Protocolo da SADC sobre Género e Desenvolvimento. O manual, que é direccionada aos principais interessados no governo local, oferece exemplos e exercícios práticos para orientar a formação.



War@Home - Mauritius Country Report

About a quarter (24%) of women in Mauritius have experienced some form of gender-based violence in their lifetime including partner and non-partner violence. An almost similar proportion of men (23%) admit to perpetrating violence against women in their lifetime.



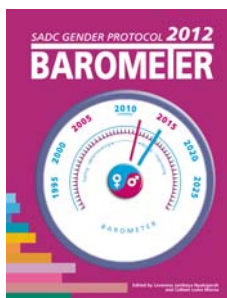
FAIRE QUE CHAQUE VOIX COMPTE LA COUVERTURE MEDIATIQUE POUR L'AFRIQUE AUSTRALE

Le Manuel pour les Centres d'Excellence du Genre dans les Médias a été conçu par Gender Links (GL) pour guider les entreprises de presse dans leur processus d'intégration du genre dans les salles de rédaction et dans leur pratique journalistique. Ce manuel s'appuie sur plusieurs manuels de formation développés par GL sur un certain nombre d'années. Les différents modules de formation qui s'y trouvent sont aussi étroitement liés aux dispositions thématiques du Protocole de la SADC sur le Genre et le Développement. Ce manuel, destiné aux formateurs de presse, offre des exemples et des exercices pratiques servant à guider la formation.

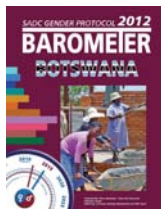


KHAPELLO EA TEKANO PUSONG EA LIBAKA LITSI TSA BOIPABOLO BUKANA EA BOITHUTO

Bukana ea boithuto ea khapello ea tekano ts'ebetsong ea makhotla a puso ea libaka ka lenaneo la litsi tsa boipabolo, e hlahisitsoe ke Gender Links (GL) molemong oa ho tataisa bakoetlisi litabeng tsa puso ea libaka ts'ebetsong ea bona le bohle ba nang le kobo-ea-bohali mesebetsing e khotlaetsang khapello ea tekano makhotleng a puso ea libaka ka mekhahlelo ea oona esita le sechaba ka kakaretso. Bukana ena ea boithuto le koetliso, e bopiloe ho ipapisitsoe le libukana tse ling tsa koetliso le boithuto litabeng tsa khapello ea tekano, tseo GL e kileng ea li hlalisa nakong e fetileng molemong oa linaha tse tsohle tse tikolohong ena e ka boroa ho Aforika. Likaroloana tse fapaneng tsa boithuto ka har'a bukana ena, li nyalana haholo le lintlha-kholo tsa tumellano ea SADC ea Tekano le Tsoelopele. Ho feta mona, bukana ena e reretsoeng bohle ba nang le kobo-ea-bohali ts'ebetsong ea makhotla a puso ea libaka, hape e na le mehlala e bonahalang ea letsatsi le letsatsi e le ho tataisa koetliso le boithuto ba lik'hansela ka ho phethahala.

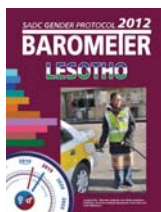


SADC Gender Protocol 2012 Barometer The 2012 SADC Gender Protocol Barometer is the fourth annual tracking report of regional performance against the 28 targets of the Southern African Development Community (SADC) Protocol on Gender and Development set for 2015.



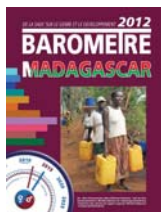
SADC Gender Protocol 2012 Barometer - Botswana

Botswana has made remarkable progress against the targets of the Southern African Development Community (SADC) Protocol on Gender and Development set for 2015.



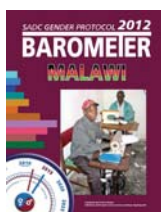
SADC Gender Protocol 2012 Barometer - Lesotho

Lesotho has signed and ratified the SADC Gender Protocol. The 2012 barometer shows that the country has made significant progress towards meeting the 28 targets of the SADC Gender Protocol. The country ranks third out of the 15 SADC countries and places it ahead of the regional average of 66%.



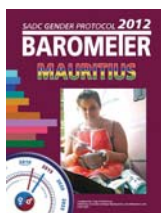
DE LA SADC SUR LE GENRE ET LE DEVELOPPEMENT 2012 Barometre - Madagascar

Madagascar a réalisé un score de 59% selon le SGDI global. En revanche, la CSC donne à Madagascar un score global de 66%.



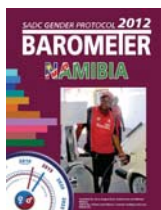
SADC Gender Protocol 2012 Barometer - Malawi

The swearing in of Joyce Banda as the first female president of Malawi in April 2012 has been a major boost for gender activists, not only in the country, but also in the SADC region. However, Malawi has a long way to go to meet the 28 targets of the SADC Protocol on Gender and Development to be achieved by the 2015 deadline. Malawi has signed the SADC Gender Protocol, but is yet to ratify the instrument.



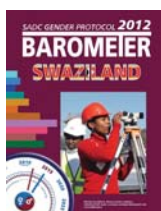
SADC Gender Protocol 2012 Barometer - Mauritius

Following a new gender-quota law for local elections that came into effect January 2012, gender activists believe that this may open the door for the country to reconsider its position with regards to signing the 2008 SADC Protocol on Gender and Development.



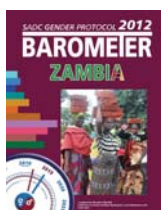
SADC Gender Protocol 2012 Barometer - Namibia

Namibia has made remarkable progress towards meeting the targets of the Southern African Development Community (SADC) Protocol on Gender and Development set for 2015. Namibia is one the 13 countries that have signed and among the 11 that have ratified the SADC Gender Protocol.



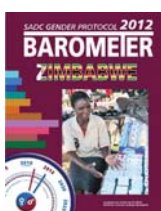
SADC Gender Protocol 2012 Barometer - Swaziland

This is the fourth annual tracking report of Swaziland's performance against the 28 targets of the Southern African Development Community (SADC) Protocol on Gender and Development set for 2015. Swaziland signed the SADC Gender Protocol in 2008.



SADC Gender Protocol 2012 Barometer - Zambia

The Zambia 2012 Gender Protocol Barometer is the fourth annual tracking report of the country's performance against the 28 targets of the Southern African Development Community (SADC) Protocol on Gender and Development set for 2015.



SADC Gender Protocol 2012 Barometer - Zimbabwe

Zimbabwe's 2012 Constitution-making process has provided an avenue for women to ensure that women's rights and gender equality become substantive issues in the country's Supreme Law. Zimbabwe signed the SADC Protocol on Gender and Development and was among the first countries to ratify the instrument in 2009.

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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