

GENDER LINKS

ANNUAL REPORT 2014



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 a 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 10-member Board chaired by Dr Muna Ndulo from Zambia comprises nine SADC nationalities, 25% of whom are men.

GL is recognised globally for bringing together a coalition of gender NGOs that campaigned for the elevation of the Southern African Development Community (SADC) Declaration on Gender and Development into a Protocol with 28 targets to be achieved by 2015. GL coordinates the Southern African Gender Protocol Alliance that brings together 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. In 2015, the Alliance began a campaign to strengthen the Protocol in line with the post 2015 agenda.

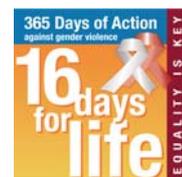
In the media programme, GL has conducted ground-breaking research on gender in the media and media content, as well as in media education. GL is currently working with 108 *Centres of Excellence for Gender in the Media*. Media training institutions and NGOs “connect, collect and collaborate” through the Gender and Media Diversity Centre (GMDC) that hosts seminars; produces a journal and is a world class knowledge exchange centre. The GL News 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 pioneering pieces of research on gender and governance, GL is now working with 380 *Centres of Excellence for Gender and Local Government*, to be expanded to 400 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 2012) six country summits before the regional summit. In 2013 GL combined the summits into 12 national and one regional SADC Gender Protocol@Work Summit. In 2015 the SADC Protocol@Work summit will be held for the first time in Gaborone, Botswana.

GL's pioneering work in developing strategic communications 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 level 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. In 2013 the African Union recognised GL's outstanding contribution to women's rights in Southern Africa, while South Africa's CEO magazine named GL CEO Colleen Lowe Morna “the most influential woman in South Africa and Africa in the civil society category.” In May 2014, the Golden Key International Honour Society conferred honorary membership on Lowe-Morna. Other honorary members include former US President Bill Clinton and Archbishop Emeritus Desmond Tutu (Nobel Peace Prize Laureate).



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GL's Vision 2020

GL strives to be:

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



OVERVIEW AND GOVERNANCE

CHAIRPERSON'S REPORT



As I write this report on the eve of the 2015 Board meeting, women's rights organisations and activists are again joining hands to protest in front of Nigerian embassies against the abduction of 276 students from a school in Chibok by a fundamentalist Muslim group, Boko Haram. One year later, despite all the technology we now possess, these young women have still not been found. Theirs is a story of modern-day slavery, a damning indictment of the many instruments we now have declaring that women's rights are human rights.

2015 - the deadline for the 28 targets of the SADC Gender Protocol and the Millennium Development Goals - has arrived. Later this year, the United Nations will adopt the Sustainable Development Goals (SDG's). Goal Five concerns gender equality. The specific targets move beyond MDG 3. Violence Against Women and Girls, the unwaged work of women, women's access to and control of resources feature for the first time. Instead of just calling for women's representation in decision-making, SDG Five calls for women's *effective participation* as well. There is a strong push from the Southern African Gender Protocol Alliance, to mainstream gender into all 169 targets of the Protocol. At least 35 of the indicators under discussion concern gender equality.

The Alliance is prodding the governments of the SADC region to reposition for 2030 by strengthening the 2008 regional gender Protocol, and aligning it to the SDGs. In particular, the Alliance is campaigning for an implementation framework that includes specific targets and timeframes. The experience of the last seven years shows the value of targets. For example, in this period the proportion of women in parliament in the region has increased by five percentage points, from 18% to 23%. Yet in the five elections that took place in the region last year (South Africa, Botswana, Malawi, Mozambique and Namibia) women's representation remained the same in Malawi; declined in South Africa and Botswana; increased marginally in Mozambique and only increased substantially in Namibia (from 26% to 42%) thanks to the zebra

50/50 principle adopted by the ruling South West African Peoples Organisation (SWAPO). This shows again that women's rights to voice, choice and control cannot be left to chance. Deliberate and purposeful intervention is required.

Women's rights and human rights



Since the 1993 International Conference on Human Rights in Vienna adopted the mantra "Women's rights are Human Rights" and set into place the Vienna Declaration and Programme of Action, an extensive body of normative texts has been adopted at international and regional levels to promote gender equality. These include the Convention on Elimination of all Forms of Discrimination against Women (CEDAW), which provides a solid, legally binding framework for the realization of a full range of women's rights and the integration of a substantive equality approach at all levels. Strides have indeed been made, and gender dynamics continue to undergo rapid social, political, and economic changes. Women are increasingly represented in almost every facet of social, economic, political, and civil life. In many countries women now have the right to own land and real property, to vote, and to stand for offices previously held only by men. It is generally accepted that the status of women in any country is an important indicator of the well-being of that country. In the words of Nelson Mandela, "As long as women are bound by poverty and... looked down upon, human rights will lack substance."

Despite these advances, progress has been slow and the situation of women is far from satisfactory. Numerous factors, ranging from cultural and political to economic and patriarchal, continue to undermine women's rights. To some extent the collision of three trends-globalization, urbanization, and climate change-has made the challenges facing women more complex and more shared than ever before. New threats such as the trafficking of women, climate change-induced migration, and landlessness have emerged, and old problems such as violence against women have intensified and become more pervasive.

In many parts of the world women still work more than men, yet are paid less, and positions of power in corporations and government remain predominantly male. Women and girls suffer the most poverty and illiteracy. Women are more likely to suffer abuse than men. Young women are trafficked, forced to work as sex slaves, and face the threat of HIV/AIDS infection. Women bear a disproportionately greater burden than men in the consequences of conflicts. There may arguably be more women in leadership positions, but this does not necessarily translate into gender equality or equal, active participation in decision-making.

While many countries have ratified international conventions and regional agreements guaranteeing women equal rights and protection from discrimination, these agreements have not given rise to better living and working conditions for women. The elaboration of declarations promoting basic rights and international accountability is inadequate on its own to ensure that women's rights become a reality. We cannot accomplish the goals of gender equality in health care, education, standards of living, security, and employment until we address the cultural and economic conditions that underpin inequality.

Gender inequality is deeply rooted in economic and social structures and mind sets that have become entrenched over centuries and generations. Until we develop strategies to transform societies by changing the conditions that are midwives to the ills we seek to eradicate, our efforts will continue to yield less than satisfactory results.

The lesson is that as we deal with the symptoms of the crisis-by ensuring that victims of gender violence and discrimination have access to the courts and receive the necessary support, by combating all forms of violence against women, working to make homes, villages, and cities safe for women, ensuring that women's rights are integrated into international and regional human rights protection systems, and ensuring

effective participation of women in decision-making bodies-we must contextualize the struggle in the conditions that produce the symptoms we seek to eradicate.

Economic conditions, poverty, male-dominated political party systems, and cultural norms impede the full participation of women in society and make it difficult for them to realize their full potential. In rural communities all over the world, women struggle with lower productivity, smaller farms, and less access to financing and farm inputs. When they have children the greater burden of bringing up children is on them. In times of illness, women are the primary caregivers and bail out inefficient or non-existent state health facilities. We need to create services that ensure these burdens do not fall only on women. We need to facilitate strategic research and planning to strengthen women's rights to use, control, and transfer land as well as access the economy. Access to Land is vital to the empowerment of rural women.

None but ourselves can free our minds

One of the biggest challenges to gender equality-and indeed to the eradication of any form of discrimination, including racism, continues to be the stereotypes in traditional and popular culture and the media. The battle to change the mind-set is still far from won. Our educational systems bear part of the responsibility for producing mind sets that perpetuate negative attitudes toward women. Educational systems must therefore prioritize changing stereotypes that perpetuate gender inequality and discrimination. We also need to emphasize that gender equality is intrinsic to security and development. Unless women are able to exercise their human rights freely in societies where they live, true development will not take place.

We need to critically examine what has been achieved and what lessons have been learned. How do these inform the areas of research and activism? In the end we cannot accomplish the goals of gender equality without involving local communities and men; they need to be brought on board the struggle for a just and equal society. The goal should always be to ensure that women play a pivotal role in the management of their own affairs. Equality is ultimately a principle of human dignity for both men and women at all levels of political, economic, cultural, and social organization and structure. On our journey to the world of equality that we seek to establish, we need leadership at local, national, and international levels who share in the vision of a transformed society that celebrates inclusiveness, fairness, and the equal worth of men and women.

GL strategy 2015-2020

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. In 2014, two donors (Sida and NEPAD) conducted evaluations of GL programme work. DFID conducted

an evaluation of its Programme Partnership Arrangement (PPA) in which GL featured as a case study. This raised important issues concerning the viability of our country offices, and succession planning. In 2015, the GL Board will adopt a 2015 to 2020 strategy, informed by the SDGs and our internal realities. The seven strategic pillars of GL's work remain valid:

1. Strategic positioning	GL will retain ten registered offices in the SADC region and ensure that statutory requirements are met. However, depending on funding, some offices may be scaled down to project sites.
2. Governance	Ensuring that GL has Board Members in all the countries where it has offices and that these exercise their fiduciary responsibilities.
3. Partnerships and networks	GL is formalising all its MOU's with key partners: 100 media houses, 400 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	Going from breadth to depth through institutional work at local level and in the media. Developing three cross cutting areas of work-gender and climate change, economic justice and diverse gender identities.
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. Finance and HR systems are being upgraded. The GL website is being moved to a new, dynamic and interactive platform.
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 Enterprises - GL Services; GL Cottages; GL Resources and the Gender Links Training Institute (GTI). 3) Achieving greater value for money through improved procurement practise and 4) Leveraging through smart partnerships and in-kind support.

Good governance

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 maintained a healthy balance between retaining institutional skills and memory on the Board, and constant renewal to ensure freshness and vigour. Board composition remained stable in 2014.

Exco met three times, and the Board conducted one online discussion on critical issues in the year under review. These covered staff and board matters; 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 2015.



GL prevented any possible losses through strictly enforced internal control procedures which include a Zero Tolerance for Corruption Policy covering fraud, bribery and conflict of interest. Non adherence to these policies at GL results in disciplinary action which may include termination of contract/ employment. This is spelt out clearly in the GL Code of Conduct that all staff and consultants sign. Though no financial losses occurred in 2013, GL terminatedⁱ the employment of two country staff (working with funds other than DFID) for non-compliance with the requirement that all advances be reconciled within 48 work hours of completion of activity or return from

a business trip. The Director of Operations acted immediately on reports from a Country Manager and the HQ internal auditor on these issues. GL immediately recovered affected funds from terminal benefits.

The anti-corruption policy accompanies all GL staff and consultants contracts. As part of the annual work plan, GL schedules orientation/re-orientation sessions on policies, the anti-corruption being one of the most emphasised. Policies are available for ease of reference on the GL website/intranet. GL encourages its partners to adopt and institute the same policy within their own organisations.

For timeous detection of errors, risks and weaknesses, and to support proactive correction, GL now has an internal audit function. This function carries out systematic reviews in all areas of GL work and provides assurance to GL's governing body that all approved systems, policies and processes are adhered to.

Gender Links continues to entrench accountability and transparency in all its practices. GL subscribes to and publishes its information with the International Aid Transparency Initiative (IATI). GL has established a mechanism on its website for partners to raise complaints and feedback. GL also encourages and acts on information from whistle blowers, internally and externally. During the year under review, GL investigated a whistle blowing complaint concerning one of its country offices. Although GL found no evidence of malpractice, the complaint prompted several systems improvements in country offices, including Minimum Standards for Country Office Guidelines and an internal audit.

Succession planning

2015 is a major year for GL externally and internally. As we count down and reposition for the post 2015 agenda, so we undertake some of the most far-reaching leadership changes at GL. In October 2014, GL's long serving Deputy CEO Kubi Rama stepped down. She continues to be closely associated with GL work. I take this opportunity to thank her for her sterling contribution.

As part of GL's restructuring efforts in anticipation of a lower budget this year and next, Director of

Operations Miso Dhliwayo handed over to our new Head of Finance and Administration, Bhekiwe Ncube. The Board thanks Miso for laying many important foundations for good financial practise at GL, and welcomes Bheki to his crucial tasks.



Kubi Rama (left) and Miso Dhliwayo.

Photo: Gender Links

As I write, we are preparing to conduct interviews for an Executive Director. GL's founding CEO Colleen Lowe Morna will be handing over the management of the NGO to a successor, after a thorough executive search. As part of the exit strategy, Colleen will spend a few years strengthening knowledge management at GL and applying her mind to "turning a wealth of knowledge into wealth" through the GL Services portfolio. Words would not suffice to express this Board's appreciation for Colleen's exemplary hard work and dedication over the last fifteen years, in which she has built this organisation from two to sixty staff in ten countries. The Board will find an appropriate moment and way to do so; in the meanwhile, we look forward to a smooth handing over of the baton; to growth and renewal. As the GL anthem goes: "no looking back as we are carrying on, and shall continue with a sense of pride!" *2015: yes we must, and yes we can!*

Dr Muna Ndulo
Chairperson, May 2014

ⁱ Termination of employment communication (Aaron and Laurentia)



2014 witnessed GL revving up on many fronts. Programmatically GL stayed ahead of the game with cutting edge work on the post-2015 agenda. Five elections in the region kept us on our toes, as we used this opportunity to press the cause for greater voice, choice and control for women. Our complement of full time staff and interns grew. We ran our first 15 district level summits, leading to 13 national summits and a regional summit attended by over 400 women and men in Johannesburg.

GL reached over 22,453 direct beneficiaries - 50% higher than the previous years. The 380 councils we work in cover a population of approximately one quarter of the people in ten SADC countries. Our media work, in 13 SADC countries, including eight public broadcasters, gives us tremendous reach.

GL's own news service continues to provide "fresh views on every day news" and to project our voices on many stages, including through new media. With 41% of our budget spent on regional activities and the rest spent in various ways in all SADC countries, GL can claim to be "proudly SADC." These are remarkable achievements for an organisation that began fifteen years ago on a wing and a prayer.

Financial health

On the financial front, GL experienced a 28% increase in income compared to the prior year; a true blessing at a time when many of our fellow civil society organisations face severe financial stress. Generous donor support, especially the two year extension of the DFID PPA grant, and additional support from the FLOW Fund of the Netherlands government, bequeathed us our largest budget yet.



Our Zimbabwe office received a three year grant from Sida, providing an example of how a slim but purposeful country office might work.

GL benefited from four European Union (EU) funds, one global and three country (in Lesotho, South Africa and Madagascar). 2015 sees a tapering off of these funds. In 2014, the NEPAD grant in Namibia came to a close. By March 2016, the DFID PPA, EU and FLOW funds will all have come to a close.

GL is, as always, fund raising on every front, but in a shrinking funding environment, it is necessary to be realistic.

Five themes run through the 2015 to 2020 strategy: consolidation, right sizing, diversification, value for money and institutional effectiveness.

Consolidation

Like any pioneering effort, GL's work has at times been like the sower and the seed. We cast our seeds in various directions, and see where they fall on fertile ground. We maximise impact in these areas, while deciding how best to move forward on the rocky ground. Over the last five years, the areas of clear impact have been the work on the SADC Gender

Protocol, and our local government work, that includes flagship programmes on local economic development, gender justice and climate change.

GL's cutting edge programme linking survivors of gender violence to economic opportunities opened by local government brings together these various thrusts. We have also taken bold new steps to mainstream sexual rights, orientation and diverse gender identities in all our work. Media remains a target and a tool of all GL work. The consolidation of programme work is depicted in the graphic overleaf.

Programme area	Consolidation	Comments
Southern Africa Gender Protocol Alliance	Southern Africa Gender Protocol Alliance	This coalition portfolio remains a key value add of GL.
Media	Media and Communications	Bringing media and communications together creates synergy, especially in our newly revived work on gender and media education.
Gender and Media Diversity Centre		
Communications		
Governance	Governance and economic justice	GL's rooting in 400 councils across ten countries provides the opportunity to work holistically on promoting women's rights on the ground.
Entrepreneurship		
Justice		
Cross cutting	Climate change; Sexual Rights and Gender Identities	

Right sizing

With a lower budget this year than last, and possibly even lower budget in 2016, it is prudent to right size alongside aggressive fund raising initiatives. In 2015, GL's staff complement will drop from 60 to 45. Some key steps being taken include:

- *Restructuring senior posts:* The CEO, who has handled both the work of the NGO and the income generation activities of GL, will become general manager of the GL Enterprises portfolio, as part of an exit strategy that sees a slimmer NGO structure under a new Executive Director. The post of Deputy CEO has been phased out. The post of Director of Operations has been replaced with a Head of Finance and Administration.
- *Innovative contracting arrangements:* Some key staff have opted to go on consultancy or part time arrangements. This provides an avenue for GL to retain higher level skills, while reducing costs and staff contractual commitments.
- *Outsourcing between GL units:* The flexible GL Services Unit, with a small core staff and several associates, provides a crack unit within GL that can assist with major projects when required, without having to maintain full time senior level staff.
- *Sharing staff across GL Units, especially support staff:* Support staff costs remain the major challenge for any NGO. GL Cottages and GL Corporate Services are forging close working relations to see where support staff costs such as accounting, logistics and maintenance can be shared.
- *Reviewing country operations:* While GL will retain its registration in ten SADC countries, some offices may become project sites rather than full offices while funding is being secured. The example provided by our Namibia office, that scaled down following the ending of the NEPAD grant in 2014, but has continued core programme work, is one that GL has documented for possible replication elsewhere.

Diversification

If GL were a three legged stool, consisting of regional, country and "own" income generated through its various initiatives, this stool would be wobbly at the

"In terms of project implementation Gender Links has demonstrated that they have built a solid foundation of programming and operational systems that are followed through by its staff. They are one of the few NGOs that have a robust knowledge management system that is clear and documented in their Results for Change Manual. They have shown innovation through the website and their ability to document their work at all times. This is one of their key strengths as it enhances accountability and also facilitates learning and sharing.

Another of their key strengths is their partnership approach which is demonstrated by the way they have successfully brought different unusual sectors together - media houses, local government, national governments - towards a common goal - promoting gender equality. This is achieved through Summits, Centres of Excellence approach and the Southern Africa Gender Protocol Alliance. The case study in Annex A is also testimony to this. They carefully treaded the role of being a strategic partner for government but also maintain their watchdog role through tools such as the SADC Gender Protocol Barometer. We believe this is a sustainable way of working.

We would like to bring to your attention that the organisation enjoys a high level of credibility and integrity in the region and therefore is able to engage with duty bearers and high level decision makers to influence policy change. In meetings we have participated they have been able to get solidarity messages from the likes of the former President of Malawi, Joyce Banda when she was still President on the eve of the SADC Gender Protocol Summit; have joined bilateral meetings with the UN Women Executive Director Phumzile Mlambo Ncquka organised by GL, got an award from the Africa Union Chairperson Nkosazana Dhlamini-Zuma, awards at Southern Africa level as drivers of change - just as examples. They work effectively at all levels: local, national, regional and global levels with a trail of documentation that makes learning and sharing a reality." - Norwegian Church Aid

present time. Our own resources constitute far less than 5% of the budget. Across the globe, NGOs are being told to generate at least thirty percent of their

own income. In developed countries, this is achieved through appealing to public giving. This is more challenging in our circumstances. We have instead had to craft a philosophy around social entrepreneurship. A few years ago one of our evaluators challenged us to “turn a wealth of knowledge into wealth.” This is what we now seek to step up.

We often take inspiration from the parable of the talents. We have decided that we should not hide our talents under the bushel, but allow them to multiply in manifold ways. Three years ago, GL invested the surpluses it had generated through prudent financial management in purchasing the GL Cottages, a bed and breakfast facility near our headquarters. Following substantial investment in upgrading this facility, and under dynamic management, we are happy to report in 2014 the GL Cottages doubled its profits. GL Services - GL's consultancy arm, is also going well, leveraging off the wealth of knowledge generated by GL. Assignments for Diakonia and the African Development Bank, among others, have expanded GL's Africa and global footprint. The report on diversification outlines how GL plans to expand this portfolio through the Gender Links Training Institute and GL Resources. These latent areas have not taken off for want of dedicated time and energy. As mentioned, the current CEO plans to devote time to these areas as part of a phased exit that aims to promote succession, renewal and sustainability.

Value for money

Through GL's Programme Partnership Agreement (PPA) with DFID, we have expanded our *Results for Change Framework* (Monitoring, Evaluation, Knowledge and Learning) to include Value for Money. Our early focus on economy and efficiency (mainly achieved through better procurement practices) has been expanded to include a better understanding of effectiveness. For example, GL employed unit cost analysis to its summits, to show that district summits expanded the reach and reduced the cost of summits by a factor of ten. More important, the district summits piloted in 2014 enhanced ownership and capacity on the ground. Instead of GL conducting verification, councils and media houses documented their own experiences of change. GL also used this opportunity to mobilise on the 50/50 and post-2015 campaigns. In the past year, GL has become more adept at measuring the many ways in which it leverages its physical and human resources. We analyse VFM in six areas: good commercial practise; going green; smart partnerships; people power; and making IT work for gender justice.

Institutional effectiveness

In 2013, GL embarked on several system-wide and policy reviews to strengthen the organisation. These

included splitting GL Policies and Procedures and related manuals into five distinct policies, with accompanying tools and forms, also now housed on our Intranet (see Information Technology). These are: Governance; Finance and Administration; Human Resources; Information Technology; Results for Change. We also went into automation mode - decentralising our finances to country offices through Pastel Evolution; exploring online Travel and Human Resource solutions; online surveys for our Monitoring and Evaluation as well as powerful search engines for tracking GL's reach. GL adopted a “zero tolerance for corruption” policy and has become fully compliant with the International Aid Transparency Initiative (IATI). These efforts faced some hiccups in 2014, as is normal in any systems and change management process. I am happy to report that we begin 2015 at shoe-shine stage, with systems ready to go and to serve us better.



Appreciation

As this is my last annual report as CEO of Gender Links may I take this opportunity to thank the Board and staff, and all our partners, for your faith, hope and love. Together we have built a world class organisation that has been fearless in its demand that women and men of SADC enjoy their full rights, in their public and private lives. GL has touched the lives of over 100,000 women and men directly, and many more indirectly. We stand poised to take on any remaining challenges in the new countdown to 2030. It is my singular honour to have had this opportunity to contribute in some small way to this march of his and her story. I stand ready to be of service in any way that will continue to advance this cause in my beloved SADC region.

Colleen Lowe Morna
CEO

Key GL Institutional Indicators

Indicator	2010/2011	2011/2012	2012 (1)	2013	2014	Comments
Income	R30,987,387	R39,444,737	R37,166,582	R58 593 213	R74 949 115	A 28% increase compared to the previous year.
Registered offices	5	9	10	10	10	GL Swaziland became the tenth registered office.
Board	10 - 20% men	12 - 30 % men	12 - 27% men	10 - 30% men	10 - 30% men	The Board has remained the same in the year under review.
Staff	50 - 20% men	58 - 30% men	60 - 27% men	56 - 29% men	59 - 25% men	GL staff increased to 59, one quarter men.
Media COE's	76	109	102	115	108	After exceeding its target in 2013, the number of media COE's has declined slightly, but still remains above target.
Governance COE's	72	151	190	312	381	381 local councils have bought into the COE process, this higher than the target of 300.
Partnership agreements	56	105	132	141	144	The increase in MOU's reflects growth and maturity of partnerships, the bedrock of all GL programmes.
No of events	488	616	629	677	942	An 40% in number of events is 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)	14, 791 (30% men)	22,453 (37% men)	The 51% increase in direct beneficiaries underscores the significant expansion in programme work. GL is pleased to note that following the dip in the proportion of women in 2013, this proportion is back up to 37%.
No of data base contacts	7425 (37% men)	11,612 (40% men)	13,757 (34% men)	15,952 (36% men)	17,377 contacts (35% men)	A 9% increase from 2013. The proportion of men remains consistent at about 35%.
Website unique visits	268, 536	337 474	341,785	540,202	517,911	The total number page views declined slightly due to down time experienced with the old website. GL is moving to a new website.
Facebook likes	450	1350	1883	2483	3023 (35% men)	A 21% increase compared to 2013. The proportion of men who liked the GL facebook page remained consistent at 35%.
No of commentaries						
English	141	157	152	114	150	GLNS exceeded its overall target of 200 stories by 120. The French and Portuguese services provided more than half the content.
French	111	112	87	102	104	
Portuguese	(Not started)	33	71	26	65	
Total	252	302	310	242	320	
GL mentions in media	285	246	172	572	310	GL mentions in the media, now being monitored by an online tool called Meltwater, dropped by 45%. While this tool is good for monitoring print and online media, it misses many radio and TV mentions. Although time consuming GL needs to consider a twin strategy of online and offline monitoring, as radio and TV have the highest reach in the region.

STRATEGIC POSITIONING



Mukayi Makaya makes a point during GL's annual strategy meeting.

Photo: Colleen Lowe Morna

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 a 2005 external evaluation as a “small organisation with large footprints” GL has over the years broadened its reach through the establishment of country offices, and strengthened its organisational effectiveness to improve the delivery of results. This section of the report examines what makes Gender Links a truly Southern African organisation, and why this remains relevant. The report also reflects the findings of the recent DFID Programme Partnership Arrangement (PPA) evaluation on how GL has used flexible funding to strengthen itself institutionally. It concludes by summarising ways in which GL is adding value to gender equality work in the SADC region.

What makes GL a SADC organisation

Our vision: Unlike some NGOs that have developed a regional identity as they have grown or to better position themselves

for funding, GL has been a regional organisation from the outset. Our vision is: “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.”

Our geographical spread and governance: GL has ten registered offices in the SADC region, including the HQ, in South Africa. This gives GL a direct foothold in two thirds of the SADC countries, including a Francophone Office in Madagascar and Lusophone Office in Mozambique. GL's ten Board Members come from nine SADC countries. The Chairperson is from Zambia and Deputy Chairperson from Namibia. Other nationalities represented on the Board include Botswana, Lesotho, Mauritius, Mozambique, Swaziland, South Africa and Zimbabwe. GL Chair Dr Muna Ndulo explains why GL remains relevant in the regional context:



Revisiting the challenges of governance in Southern Africa



GL Chairperson Dr Muna Ndulo runs a session on good governance at GL.
Photo: Colleen Lowe Morna

The Southern Africa region, with the exception of a few countries, is reporting growth in GDP and increased flows of foreign Investment. However, given population growth and the number of people living in poverty the rates of growth averaging at 4% are not enough to dent the unemployment and poverty that exist. To often, the gains made in the GDP are not felt. High levels of inequality, lack of access to safe drinking water, health care, housing and food continue.

Progress in reducing poverty, improving people's lives and putting in place a foundation for more inclusive and sustainable growth has been minimal. Governments have by and large failed to convert the commodity boom and the GDP growth into the realisation of the dreams and promise of liberation and independence. The past cannot be a substitute for not coming up with policies that advance the progress of Africa, end inequality and violence against women. Colonisation was not only the African condition, it occurred in Asia, Canada and Europe as well. Poverty breeds the conditions that incubate crime, and violence against women. It follows that that we cannot hope to eliminate these evils without dealing with the conditions that breed the violence. As Aristotle puts it "poverty is the parent of revolution and crime."

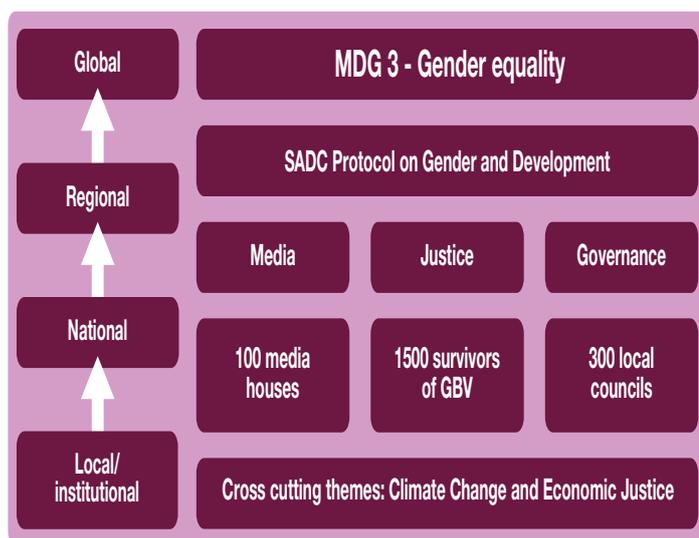
Our Programme of Action: The Southern African Gender Protocol Alliance that co-ordinates civil society activism around the Protocol provides the umbrella for GL's Programme of Action. GL's three core programmes - media, governance and justice - all seek to contribute to the attainment of key SGP targets: equal representation and participation of women in and through the media and in governance; and halving GBV by 2015. In the governance arena GL has chosen to focus on local government as this has been sadly

Social exclusion, income inequality, poverty and vulnerability to economic, social and environmental risks and violence against women can only be addressed by the adoption of policies that transform our societies into ones that respect the dignity of all human beings. Good policies can only come about through competent governance. It is time for Africans to demand merit in leadership and government appointments. No genuine democracy has been established which is not based on meritocracy. Only strengthening political, and economic governance in Southern Africa could significantly contribute to narrowing economic and social inequality.

The task is not an easy one. Mediocrity has not only taken root in all our institutions. In many of our countries political power is concentrated in the presidency. Parliaments are nothing more than talking shops with no discernible capacity to check the Executive. Politicians have no desire to build effective institutions that would promote accountability. Instead, the preoccupation on the modern African politician-accumulation of wealth at all costs is the only goal. There is an insatiable desire by the leadership to control the lives of citizens. The result is collapsed state institutions such as the police, the civil service, the army, prosecution system etc. Collapsed or weak state institutions cannot perform their basic security and developmental functions.

Good governance in the SADC region will depend on the development of political systems which reject authoritarian rule, promote the establishment of strong and accountable institutions, reject unaccountable governments, are inclusive, tolerant and give people a sense of ownership of the political process. Consolidating greater participation in political and economic decision-making requires determined long-term efforts and a huge investment in the development of institutions that can promote greater civil participation. - *Dr Muna Ndulo, Chair of the GL Board.*

neglected in regional gender advocacy efforts. As illustrated in the graphic, as a result of the work that spans all levels, in all or most countries, GL's plan of action (POA) makes strong and effective linkages from local, to national to regional to global level, where the SGP provides a regional road map to Millennium Development Goal Three. The Alliance is now campaigning for a stronger post 2015 SGP, in line with the soon-to-be adopted Sustainable Development Goals (SDGs).



Our partnerships: Described in one evaluation as a “small organisation with large footprints”, GL's work is built on a web of partnerships from local to regional to global level - 144 MOU's spanning all 15 SADC countries. GL provides the Secretariat for two major regional partnerships. The *Gender and Media Diversity Centre (GMDC)* that brings 47 media training institutions and Development Organisations around SADC, and the Southern African Gender Protocol Alliance, a “network of networks” that comprises 15 national women's rights and gender justice coalitions, and eleven regional NGOs and interest groups such as Women in Law Southern Africa (WLSA); SAFAIDS, VSO RAISA Southern African HIV and AIDS programme; FOCISSA (a faith based network) etc.

Programme	Partners		Geographical location		
	2014	2013		Partners 2014	Partners 2013
Media Alliance	85	84	Angola	1	1
Governance	25	25	Botswana	13	12
Justice	4	3	DRC	5	5
Total	144	141	Lesotho	5	4
Type			Madagascar	14	14
Alliance National Focal Networks	15	15	Malawi	8	8
Alliance Theme clusters	11	8	Mauritius	9	8
Interest Groups	9	9	Mozambique	7	7
Local Associations & NGOs	7	7	Namibia	5	5
Councils	12	12	Seychelles	1	1
GMDC	47	46	South Africa	14	14
Media houses	38	38	Swaziland	6	6
Government	5	5	Tanzania	11	11
Total	144	141	Zimbabwe	13	13
			Africa-Kenya	6	6
			International	9	8
			Total	144	141

The annual Protocol@Work Summit and Barometer:

Each year, GL and the Alliance gather evidence of how the SADC Gender Protocol is being used to effect change at all levels and in all sectors - local government, national government, the media, civil society, community and faith-based organisations. These are held at district, national and regional level. In 2014, 1961 women and men participated in the summits in 13 SADC countries and the regional summit held in Johannesburg. The Alliance and its partners gathered 1859 case studies in English, French and Portuguese. These are housed in a database on the Alliance website, fostering peer learning and sharing across the region.

Our budget: GL's budget strongly reflects its regional character. Out of GL's total expenditure of R64 million in 2014, 41% went to regional activities and costs. The remainder is spread across the 15 countries of SADC, consistent with GL's approach of ensuring that

Country	2014 spend -R	Proportion
Total	64413118	100%
Regional	26255808	41%
Zambia	5310821	8%
Botswana	4673774	7%
Mozambique	4551606	7%
Zimbabwe	4522519	7%
Madagascar	3836663	6%
Lesotho	3668926	6%
Mauritius	3070752	5%
South Africa	2524833	4%
Swaziland	2499411	4%
Namibia	2423684	4%
DRC	557861	1%
Tanzania	374393	1%
Angola	142067	0%
Seychelles	0	0%

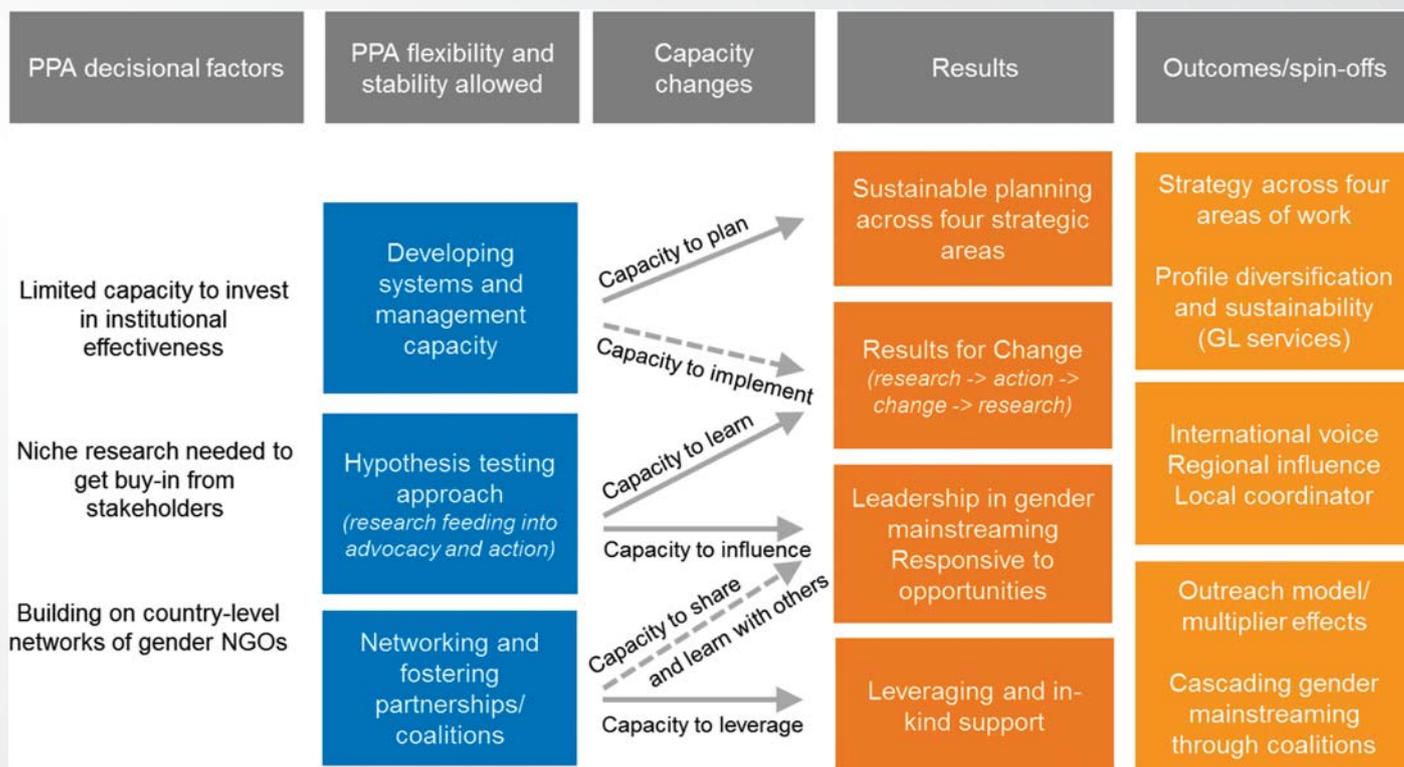
all regional work is rooted in-country. Significantly, although GL is based in South Africa, only 4% of its expenditure went to activities in the host country, ranking SA eighth out of 15 with regard to GL 2014 spend.

How GL has used strategic funding to strengthen its results framework

In 2011, GL became the only Southern based grantee of DFD's strategic and flexible Programme Partnership

Arrangement (PPA) Fund that is being evaluated as it comes to an end in March 2016. While this is a fund level evaluation, Coffey - the evaluators- provided profiles of their findings on the 12 organisations selected as case studies, including GL. Sections of the report quoted below provide useful insights into ways in which GL has used strategic funding to strengthen its institutional base and deliver more effectively on results as we move into the post 2015 era.

Causal chain from Strategic Decisions to Results for Gender Links



We found during the in-depth research that GL's decision around the use of PPA funds was driven by the willingness to reach out to a range of different stakeholders and beneficiaries and to make their work noticeable in a number of networks and platforms (being a local coordinator, with a regional influence and an international voice¹). As a research-based advocacy organisation, GL works with the assumption that advocacy should be supported by recent, specific and rigorous evidence, as a persuasion tool for governments and media stakeholders to commit to gender mainstreaming.

Following the elevation of the Southern African Development Community (SADC) Declaration on Gender and Development into a Protocol (28 targets to be achieved by 2015), GL made a strategic decision in terms of shifting its focus on the implementation of the Protocol. As part of GL's PPA decisional process,

the organisation decided to allocate PPA funds to the development of its systems and management capacity, the development of its research capacity to test specific hypothesis that could enhance gender equality and the establishment of GL as a coalition leader that can rely on partners' capacity to implement the Protocol in the SADC region.

Need to invest in institutional effectiveness - to ensure sustainability. GL's PPA investment decisions included the earmarking of approximately half of PPA funds for institutional effectiveness, "As this is the area that often suffers in project-only funding, and yet, is key to sustainability." GL PPA Annual Report (2013-14) As part of its decision to reach out to a range of different stakeholders, GL deemed that ensuring the sustainability of its work would benefit from investments in planning and management tools that would subsequently enable the organisation to be considered as a 'reliable' actor

in the sector. Income diversification was a key result from GL PPA investment in planning across the organisation's four strategic areas: by firstly ascertaining funds from other sources (including in-kind support and partner contributions), GL could then allocate PPA funds as required between its four programme areas, ensuring they delivered GL's strategy. *"The PPA is our budget glue. Here is what we want to do, here is the budget and here are the gaps. We fill them with PPA funds."* GL CEO interview, December 2014.

Strategic research investments to get buy-in from stakeholders - *to advocate more effectively.* In terms of its strategic positioning, GL decided to use the PPA funding to ascertain its capacity to seize opportunities to work with/ influence governments and its ability to be at the forefront of new thinking in gender mainstreaming. Using a flexible approach to the use of PPA funds, GL was motivated to break new grounds as part of its holistic approach to gender (e.g. Gender and Entrepreneurship work, Gender and Climate Change workⁱⁱ).

Mainstreaming of media and investment in coalition work - *to disseminate and encourage uptake of gender mainstreaming best practices.* Finally, using the media as a cross-cutting tool in its work, GL decided to use the PPA to fund (1) its media work, a hard to fund area although a key area to enhance women's voice and (2) its media usages, for instance to publicize findings from research and to create momentums on online platforms. (Google Hangout sessions, Online forums, Gender Links News Service, videos, etc.).

Major capacity investments included:

- Investment in new staff (finance officers, country managers, media officers), to support country offices and develop GL media work;
- Investment in financial system upgrade, to improve accounting and reporting across the headquarters and the country offices;
- Investment in planning (time and human resources), to design a five year strategy across GL's four areas of work;
- Investment in new country offices (five new countries including a Lusophone office in Mozambique), to expand GL presence and the implementation of the Protocol across the SADC region;
- Investment in the recruitment of a Monitoring, Evaluation and Learning (MEL) manager, to strengthen M&E systems and evaluating the impact of PPA funding;
- Investment in building M&E systems (e.g. online surveys, media self-monitoring tool) and participation in SALP learning group;

- Investment in research capacity (Gender-based violence research, trainingsⁱⁱⁱ and partnership work with Diakonia^{iv}), to ascertain the quality of GL's research outputs and enhance buy-in from local and national governments;
- Investment in capacity building (workshops, trainings and Annual Summit), to train local officials on gender mainstreaming and enable cross-learning among governments and coalition partners (Annual Summit); and
- Investment in media solutions (online platforms, tracking of publication mentions and advocacy results), to support the dissemination of GL work and assess GL's outreach.
- Examples from GL's usage of PPA funding that was not previously clear in Annex G of the 2014 Annual Report includes:
- Investment in Alliance work (meetings, coordination work, trainings), to enhance the capacity of coalition partners and secure in-country support for GL's activities.

The results of these investments were:

- Improved efficiency in terms of financial management and donor reporting;
- Enhanced understanding of M&E and VfM, integrated as part of GL strategic framework 'Results for Change' and leading to evidence-based advocacy;
- Improved ability to respond to research and capacity building opportunities, such as a request from Botswana to conduct the Violence Against Women baseline research or the opportunity to establish a peer learning initiative around costing with governments in the SADC region;
- Stronger message around GL work communicated to governments and partners as a result of strategic planning across its core programmes, resulting in synergy effects across programme areas such as Justice and Governance;
- Increased visibility of GL work through the Alliance and the Annual Summits;
- Improved capacity to track advocacy impacts through the use of media tools;
- Improved capacity to secure additional funds, such as resources allocated by councils for gender work, Netherlands government FLOW fund^v for Governance and Justice work, and selective consultancy work; and
- Increasing recognition of GL work through the use of its PPA-funded tools across the sector; raising GL's profile as an 'unmissable' leader in the SADC region and as an influential actor internationally. *"GL is the over performing child in school that always does its homework ahead of everyone."* External partner interview, December 2014.

GL's value add

- **Strengthening the women's movement:** GL is presently one of the few organisations coordinating the gender sector in the region post Beijing. These coordinating efforts are critical to enhancing VFM, especially given the financial pressure that the sector is under.
- **Strengthening civil society:** The Alliance is the designated voice of the gender sector within the SADC Congress of NGOs (SADC CNGOs). The Alliance works with SADC CNGO in arranging parallel events and advocacy campaigns linked to the SADC Heads of State Summit, such as the HOS coming up in Botswana in August. The Alliance case study has been shared several times as a best practise in working at regional level, understanding and influencing regional processes.
- **Research, evidence and documenting processes:** GL is well-known for its efforts to document and disseminate information and good practise, through nearly 700 events around the region every year; a comprehensive website, and growing presence on social media.
- **Making effective links from the ground through to regional policy level:** GL is using the SADC Gender Protocol as the framework for gender action plans in 400 councils across ten SADC countries. The Centres of Excellence for Gender in Local Government in Southern Africa are forming a regional network that represents a powerful force for advocating change on the ground. Each year GL and the Alliance administer the Citizen Score Card rating government performance on the SADC Gender Protocol to over 8000 citizens. This annual accountability exercise, coupled with the summits, has resulted in the SADC Gender Protocol being one of the best known and applied, SADC instruments.
- **Lighting the way on the post 2015 agenda:** GL through the Alliance is providing critical leadership on the post 2015 processes in the region at a time when there is a leadership vacuum on gender issues (Zimbabwe, as chair, does not have a Women's Ministry; the post of head of the SADC Gender Unit is vacant; Botswana, which will be taking over the chair of SADC, is not yet a signatory to the SADC Gender Protocol).

- **A critical but cooperative relationship with SADC gender ministries that leads to regional policy positions:** GL has managed to walk the tightrope between being critical of governments through the annual Barometer, lobbying and advocacy on critical gender justice issues and working closely with many SADC gender ministries, for example on measuring violence against women. These efforts at national level are then used to influence regional policy positions - for example the statement by SADC gender ministers on measuring VAW in preparation for the 57th CSW: "We, the ministers responsible for gender/women's ministries, commend Member States that have developed comprehensive indicators for measuring the extent, causes, effects and responses to VAW/G and encourage remaining member states to do the same."

"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 matters, 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, former Head of the SADC Gender Unit.*

"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." - *Abie Ditlake, SADC CNGO.*

"There are so few active and productive regional women's networks. Gender Links is exemplary in this. It is a pathfinder not only in reaching out, but also in providing all of us with credible information. Do accept our sincere congratulations." *Nikhule nize nikhokhobe!*" - *Mam'Zanele Mbeki.*

"The local government sector will be leading the implementation of the SADC Gender Protocol by 2015 as results of this relationship. Gender Links has the expertise and finances whilst AMICAALL Namibia has the human resources, infrastructure, knowledge of the local government operations and systems." - *AMICAALL Namibia.*

ⁱ As per GL's vision of their organisation.

ⁱⁱ GL is currently leading a campaign for an addendum to the Protocol on Gender and Climate Change, a cross cutting theme in all its programmes.

ⁱⁱⁱ Bond courses on International Aid Transparency (IATI) and Value for Money (VFM).

^{iv} Working with Swedish partner Diakonia to strengthen skills on climate change.

^v ZAR 22 459 937, approximately GBP 1.3m, committed as part of FLOW 1 in 2014.

PARTNERSHIPS

By Sifiso Dube, Alliance and Partnerships Manager



Namibia partners gather at the Gender Links strategic planning meeting, 2014.

Photo: Gender Links

Programme	Partners		Geographical location	Partners	
	2014	2013		2014	2013
Media	85	84	Angola	1	1
Alliance	31	29	Botswana	13	12
Governance	25	25	DRC	5	5
Justice	4	3	Lesotho	5	4
Total	144	141	Madagascar	14	14
Type			Malawi	8	8
Alliance National Focal Networks	15	15	Mauritius	9	8
Alliance Theme clusters	11	8	Mozambique	7	7
Interest Groups	9	9	Namibia	5	5
Local Associations & NGOs	7	7	Seychelles	1	1
Councils	12	12	South Africa	14	14
GMDC	47	46	Swaziland	6	6
Media houses	38	38	Tanzania	11	11
Government	5	5	Zimbabwe	13	13
Total	144	141	Africa-Kenya	6	6
			International	9	8
			Total	144	141

Often described as a “small organisation with large footprints,” GL has strategically developed a programme delivery mechanism based on partnerships, networking and collaboration. The partnerships span from national government, local government, civil society, faith based organisations and media fraternities.

The outreach achieved through the partnerships is evidence of the commitment on the ground by activists, policy makers and drivers of change to ensure that the region achieves gender equality. GL's work spans across 15 countries but with the post 2015 gender agenda on everyone's lips, GL is reaching out to global partners to make a mark.

Who are GL Partners?

The comparative statistics for GL partners in 2013 and 2014 show that the number of partners with whom GL has formal partnerships (i.e. Memorandum of Understanding) increased from 142 in 2013 to 144. With 85 formal partnerships, the media programme, GL's first programme, has the largest number of formal partnerships. With 14 partners in each, Madagascar, Zambia and South Africa are the countries with the largest number of formal partner-

Types of partners

Programme	Local government	National government	Media houses	Civil society	International	Multilateral	Private sector
Alliance		✓		✓	✓	✓	
Media			✓	✓	✓	✓	✓
Governance	✓	✓		✓	✓		
Justice	✓	✓		✓	✓		
Entrepreneurship	✓			✓			✓

The table shows how GL's four programme areas link across different types of partners. Strategies for partnerships include:

- *Alliance* - Building a coalition of regional and national NGOs that promote gender equality, substantially influencing the global gender agenda at international level.
- *Media* - Direct approaches to media houses to join the Centres of Excellence for gender mainstreaming in media; building long-term institutional relations with media regulators and training institutions.
- *Governance* - Formalising links with local government associations and/or gender/local government ministries; approaches through these to over 400 COE municipalities.
- *Justice* - Formalising links with gender and justice ministries for the GBV indicators project.



“Gender Links taught me how to fly. I was encouraged to encourage others and was empowered to empower myself. I want to tell everyone that they can overcome, just like I have. My business is still growing and I know it will keep growing. Gender Links has provided me with the platform and the freedom to be the best that I can be.” *Susan Swart, a survivor of gender violence from Cape Agulhas Council, South Africa, speaking at the 2014 SADC Protocol@Work summit.*

ships. The number of international partnerships increased from eight to nine due to increased advocacy around the post 2015 agenda. Media is now part of a global media alliance, the Global Alliance on Media and Gender (GAMAG) whilst the Alliance is now part of *Beyond 2015 and Women's Major group*.

- *Entrepreneurship* - local government actions to promote economic empowerment for survivors of gender based violence and referrals with private sector.

Local government: Through the Centres of Excellence for Gender in Local Government, GL has built relations with local government line Ministries and associations whilst attracting key allies from civil society.

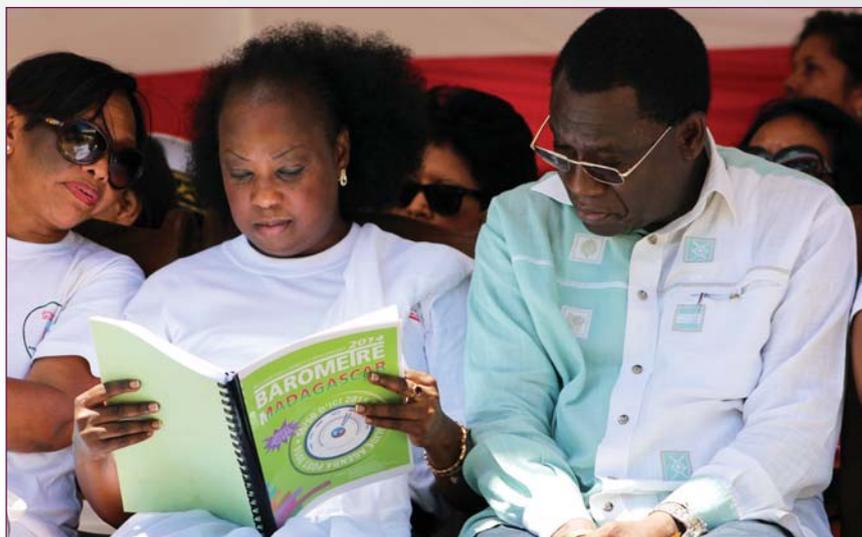
Media: The work with media houses involves direct MOU's signed with these organisations. GL also has several MOU's with media education and development organisations through the Gender and Media Diversity Centre (GMDC). GL is currently chair of GAMAG (see media section).

Women's rights and gender equality networks: The work of the SADC Gender Protocol Alliance (the Alliance) takes place through national focal networks and theme clusters at regional level with whom GL

has Memorandum of Understanding or MOU's. The FPPE in Mauritius is an example of how GL works with these focal networks.

Passion for gender equality drives coalition building in Madagascar

The *Federation Pour La Promotion Feminine et Enfantine (FPFE)* is a federation of associations that work for the protection and promotion of women and children in Madagascar. It aims to help assist members of various associations in their daily lives, and to empower these women by informing them of their rights as full citizens, participating in the social and community life, and how they can contribute to the development of the country. The FPFE has organised information workshops about the rights of women and children for gender equity.



A participant goes through the SADC Gender Protocol Barometer at the launch of the 2014 Madagascar barometer during the Women's Day celebrations, Madagascar. Photo: Zotonantenaina Razanadratela

FPFE started working with Gender Links and the Gender and Media Southern African Network (GEMSA) on newspaper monitoring - an eye opener for most of us. We had never thought that media can be scrutinised in such a way. It also provided us an opportunity to learn more about how women are viewed and treated in society. This motivated members to join the popularisation of the Southern African Development Community (SADC) Protocol and the implementation of the 28 targets. FPFE is now the Alliance focal point in Madagascar. There is still much to be done including the popularisation of the Post 2015 agenda, enrolment of new members and especially the basic training on strategies including IT skills!

As a member of the Alliance for the implementation of the SADC Protocol on Gender and Development, the peace and security cluster has undertaken workshops on UN Resolution 1325. At community outreach level, FPPE has conducted village workshops in the six provinces of Madagascar in tandem with

the Centres of Excellence for Gender in Local Government Programme. These workshops introduced basic gender basic concepts to the target population, including the differences between sex and gender, and the role of women in public and community life.

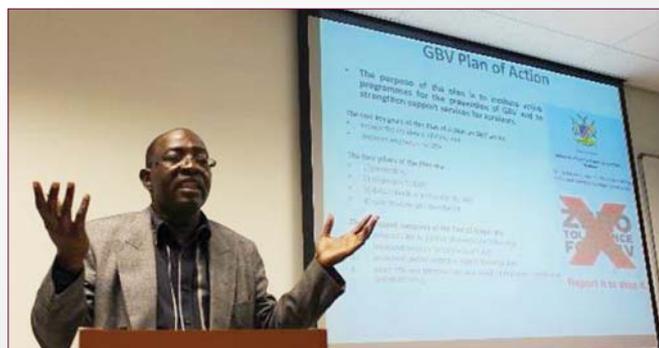
Another part of the collaboration with Gender Links FPFE has been the drafting of the National Barometer. This is a reference for policy makers because it can measure progress and simultaneously provides the perception and appreciation of the citizens of government actions in different sectors. One cannot ignore the massive participation of members of civil society at National and Regional Summit organized by Gender Links. Gender activists and defenders of gender equity want to share good practices and disclose them at national and regional levels. FPFE is ready to do more to empower women and girls in the respect for human rights, for a harmonious and peaceful social life. Yes, we can! Yes we must!

Source: Partnership feedback FPFE, FPFE Institutional profile

Governments: GL is also working with gender ministries in Mauritius, Zambia, Lesotho, Botswana, Seychelles and Zimbabwe on the VAW Baseline studies. Donor funds have provided the "yeast" for these studies, with governments and their partner agencies contributing 78% of the resources required. GL's overall VFM analysis of this portfolio shows that in addition to sharing the cost burden of major research

projects, these partnerships with gender ministries in the region have been key to enhancing ownership, putting gender violence on the political agenda, and building the capacity of key functionaries. GL has also worked with gender ministries in Seychelles, Namibia, Zambia, Swaziland, DRC, Mozambique and Malawi to align their gender policies to the SADC Gender Protocol and cost implementation.

Namibia leads by example



Victor Shipo Director of Gender, Ministry of Gender Equality and Child Welfare, presenting the ministry case study at the SADC Protocol@Work summit.

Photo: Gender Links

The SADC Gender Protocol@Work summit and awards featured entries from government for the first time in 2014. The Namibian Ministry of Gender Equality, one of the first to develop a Gender Policy and National Action Plan aligned to the provisions of the SADC Gender Protocol, together with DRC, Mozambique, Zambia and Zimbabwe walked off with the top prize. Victor Shipo, Director in the Ministry of Gender Equality described how this started with a situational analysis. A consultative workshop to validate the information and prioritise areas of concern followed.

“Overall, the assessment of achievements of gender equality efforts in Namibia provided a mixed picture of the progress and obstacles encountered during the implementation of the first National Gender policy,” Shipo reflected. To date, significant progress in the advancement of gender equality has been made in education and training, trade and economic development, decision making and political empowerment, and legal affairs and human rights. He said this is a clear indication of increased recognition of the need to address gender issues in Namibia. “Despite the national effort in rooting out GBV in our society, GBV remains at increase.”

Faith based organisations: The Alliance Network has 15 country networks, eight thematic clusters and two cross cutting interest groups, faith based organisations (FBOs) and Men's Groups. FBOs wield significant influence and power in communities and in the home. One of the findings of the GL's Violence Against Women Baseline research from six countries is that people go to their religious leaders for guidance in handling cases of gender violence.

FBOs play a major role in promoting attitudes and beliefs about the role of women and men in society. These can sometime be problematic and promote negative gender stereotypes. At the same time, some religious institutions are working to change gender

relations. FBOs are a key mobilising platform for gender equality given their power, influence and reach.

Since their adoption, the Gender policy and the Plan of Action have been used as tools to train and build the capacity of ministerial staff on gender mainstreaming. This has increased the knowledge and awareness on gender issues in various sectors. Gender focal points have been trained to create awareness in their respective sectors. Information dissemination on gender policy and plans of actions has been intensified in all sectors.

The Ministry has funded community income generating projects covering crop production, small livestock, and brick laying, catering services. Supported kinder gardens and pay care givers; Supported women groups to participate in international Expo.

The Ministry has used both printed and electronic media to popularise the national gender policy and Gender Based Violence Plan of Action, customised SADC gender mainstreaming resource Kit, the SADC protocol on Gender and Development and the work on gender equality through various programs on national television such as Good morning Namibia, talk of the nation and Tataleni; other media outreaches used through National Radio on special programs by various staff members in different languages.

“Often times in society we don't realise what is gender equality and some people tend to have an emotional understanding of gender equality. Gender equality is not only about women but both women and men”, said Shipo. He said he hopes that one day everyone in Namibia will get to understand the importance of gender equality in any given society.

Excerpt from Victor Shipo Driver of Change, 2014, by Lucia Makamure

The Norwegian Church Aid (NCA), a long-standing partner of the GL, supported this initiative to empower FBOs to run gender awareness campaigns, link them to national Alliance structures and local government Centres of Excellence.

To sustain the momentum of the inception workshops, GL is in the process of signing a memorandum of understanding (MOU) with Fellowship of Christian Councils in Southern Africa (FOCCISA). Through FOCISSA GL will raise awareness of the SADC Gender

Protocol within church communities, and sensitisation on gender mainstreaming within the church. This will contribute to increased knowledge on the gender equality discourse by FBOs.

Even as the MOU is in process, GL collaborates with FBOs during the Sixteen Days campaign, with one campaign day dedicated to “The role of the FBOs in addressing gender-based violence.” GL worked with FBOs in the *Score a goal for gender equality* campaign in the build-up to Soccer 2010 World Cup hosted in South Africa.

At policy-level GL engages with FBO leadership on the targets and provisions of the SADC Gender Protocol. This creates safe spaces to discuss gender mainstreaming in FBOs and its curricula.

This led to the Christian denominations including Christian Council of Zambia (CCZ), Evangelical Fellowship of Zambia (EFZ), and the Zambian Episcopal Conference (ZEPF) coming together to form an Alliance of churches for gender equality. In addition, one of the major denominations in Zambia,

CCZ started to mainstream gender in all church activities including training of the clergy in the denomination's Bible College. Gender is integrated in the syllabus of CCZ theological college. The United Church of Zambia (UCZ) is working on a gender policy and has conducted gender clinics for bishops, clergy, and the lay leaders on gender awareness. In South Africa, GL has been reaching out to FBO's through its Alliance partner South African Women in Dialogue (SAWID).



ST Pauls Apostolic Faith Mission marches for gender equality in Botswana.
Photo: Vincent Onthusitse

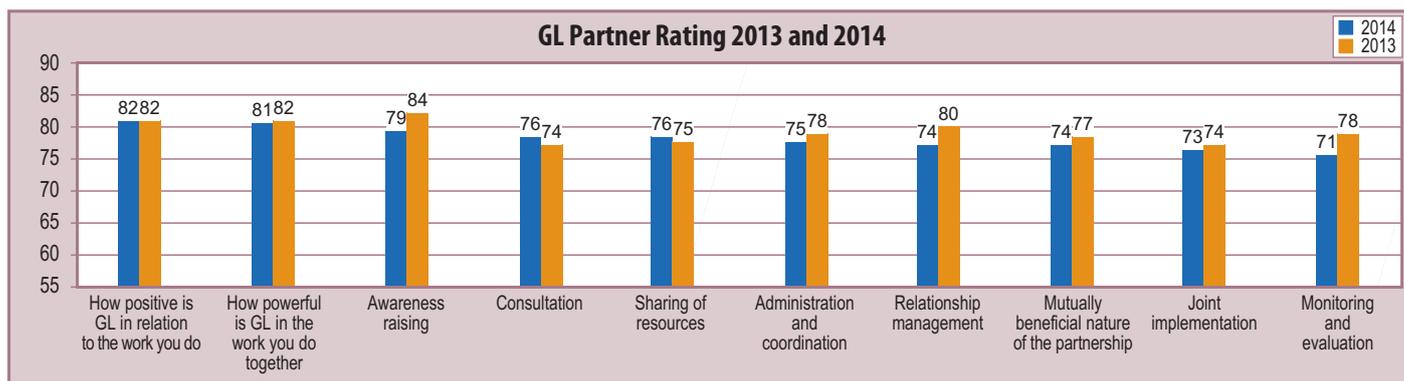
Faith based organisations come to the gender equality party

During the 2014 South African SADC Gender Protocol@Work summit SAWID sought to gather the voices of women from a variety of different churches and religions on issues of priority concern to women during the remaining seven years of the African Decade of Women; and towards a post-2015 gender agenda with the support of the Norwegian Church Aid. Fifty women from diverse faith structures including, Christian, Muslim, Hindu, Jewish, African Traditional, Bahai, Brahma Kumaris, and Buddhist women attended. Young and older women took part in intergenerational dialogues.

Source: South Africa summit report 2014

Tool	How GL gathers feedback
Website (hits)	Monthly comments gathered and classified.
Feedback section the GL website	GL has instituted a mechanism on the home page of the website to gather comments, complaints and suggestions.
Evaluation forms	Analyses feedback on process; content and administration.
Evaluation and planning meetings	Using SWOT analyses (Strengths; Weaknesses; Opportunities and Threats) and other evaluation methods to adjust programming to ensure greater impact.
“I” stories	First- hand accounts by survivors of gender violence analysed and used to inform the VAW Baseline Study adding a “human face” to the research.
Changing lives	GL has drawn up indicators and key words linked to its ToC and used these to analyse the interviews with direct beneficiaries gathered over the year (see Annex F).
Summits	Over the last year GL reached 2363 people and 5667 people over the last five years from 13 countries. ⁱ In addition to the Summit there were 23 bilateral meetings with country delegations, partners, and GL Board and donors. ⁱⁱ The meetings gather feedback from partners and plot the way forward for GL programmes at country level and with strategic partners. ⁱⁱⁱ
GL prepared summative “ <i>Learning through listening</i> ” reports from the local government and media Centres of Excellence verification. These papers are shared with the 400 institutions that GL works with and inform the constant refining and improvement of this process.	

Each year, GL also does an online survey of partners to gather feedback for the annual report, and benchmark progress. The graph summaries comparative results for 2013 and 2014.



Source: GL Partnership feedback form online.

Positive and powerful work: In both 2013 and 2014, GL Partners ranked GL highest in being positive in joint work followed by the strength that GL has in the work done (81% to 82%). The following are some of the comments made by partners:

- Gender Links has enabled many local councils and civil society in Madagascar to mainstream gender in their Action Plans. This is a way to empower women and foster equality at grassroots level. It should go on, since we are still far from reaching targets set - FPFE.
- We partnered with GL to enforce issues of gender balance, sensitivity and fairness etc. in our content and coverage of news. We worked together to develop a gender policy for our institution.
- Giving business skills training to the survivors of GBV is the best thing you have done.
- You have done so well in training and lobbying for gender sensitivity to many groups of people in our country.

Awareness raising: At 79%, awareness raising comes next, though this is lower than the 84% achieved in the prior year. Comments made by partners reflect ways in which they feel GL has helped to raise their awareness:

- Gender links has done very well and if resources allow they should extend there to more councils. As an individual I have learnt and benefited a lot as leader within my community and at our COE. One of the critical issues I learnt through GL is campaigns to end gender based violence and how

to involve both men and women in the fight against GBV and a lot more. Being a gender champion I have held workshops and awareness on issues to do with gender at grassroots level and institutions. Through GL our COE has now put in place a gender action plan which is working very well.

- Information dissemination and knowledge sharing has been very great. Put pressure and raise the bar on democracy in autonomous countries like Swaziland to ensure laws, Bills and policies are developed to safeguard all citizens particularly women who have lagged behind in developmental initiatives in the country. Form collaborations with the different structures that Gender Links works with in every country to put pressure on Government to redress challenges that hinder development in our societies.

Consultation has improved: GL's score on consultation (76% in the year under review) improved by two percentage points. One partner said: "Gender Links has been consistent during the course of the year in updating its partners on research developments in the area of gender."

Joint implementation, M and E of partnerships need to improve: In both years these areas received the lowest scores (73% and 71% in 2014). These are important areas as GL devises new ways of cascading the Centres of Excellence, and works towards more sustainable programming.

In its pioneering work on measuring gender violence, GL continues to be guided by its partners - six governments in the region. For example, after enthusiastically taking up the results of the study at cabinet level, the Government of Botswana has asked GL to assist in increasing the sample size and cascading the research to district level. This will facilitate local profiles and advocacy. During the 2014 SADC Protocol@Work summit GL held a high level round table of all partners in the measuring VAW project attended by the gender ministers from Lesotho and Mauritius. The Lesotho minister pledged to take the results of the study there to a cabinet briefing. During the bilateral meeting with the Lesotho delegation at the summit, partners proposed that in Lesotho the launch of the report be accompanied by a Strategic Communications plan and capacity building.

Challenges to partnerships

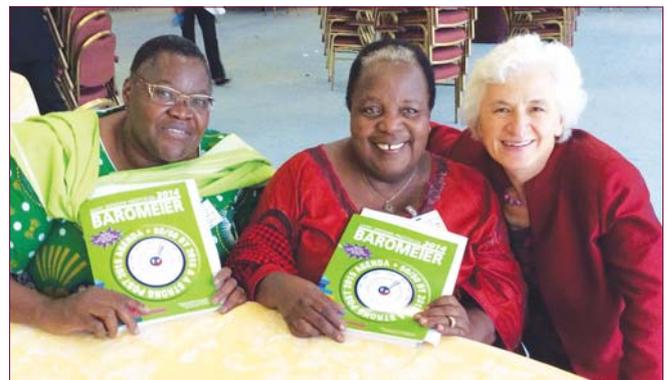
- **Sustainability** - Funding crises have a negative bearing on partners and partnerships. It is promising that local government partners are making efforts to dedicate funds for implementation. Joint fundraising and innovative ways of doing things has sustained the Alliance over the years but this needs to be strengthened as the DFID PPA feedback report of March 2015 notes. The resources may result in competitiveness between GL and partners.
- **Post 2015 alignment** - Although GL has started to engage partners and governments on the post 2015 agenda and reviewing of the SGP, the pace is quite worrying due to many external factors. The new global development framework in the form of Sustainable Development Goals is overtaking gains made in the current SGP and GL and partners need to pick up the pace through alignment.
- **High turnover among partners** - The continuous change in contact person for some partners has resulted in non-implementation of activities. This is due to varying capacities by partners to institutionalise the partnership with GL. In some cases the change can bring new energy whilst in others it may need GL to directly implement thereby reducing ownership of processes such as tracking progress made through the barometer. A frequent audit of GL partnerships is required to ensure that the partnerships grow from strength to strength even with new personnel on board.

“GL used the PPA funds to foster joint working with its partners, based on existing networks. GL explained during the in-depth research that they were not a grant-making institution and therefore did not use the PPA to directly fund partners' projects or capacity. What the PPA was invested in was rather the work at the Alliance level, and the activities such as workshops and trainings were funded using the PPA in order to bring the Alliance members together. We understand that this may have implied building the capacity of partners in gender mainstreaming, but the question remains as to the sustainability of some of these partner organisations, some of which are small-scale organisations surviving on limited resources.” - GL DFID PPA Evaluation Report

Next steps - strengthening partnerships for post 2015

Partners identified some key areas that Gender Links could improve:

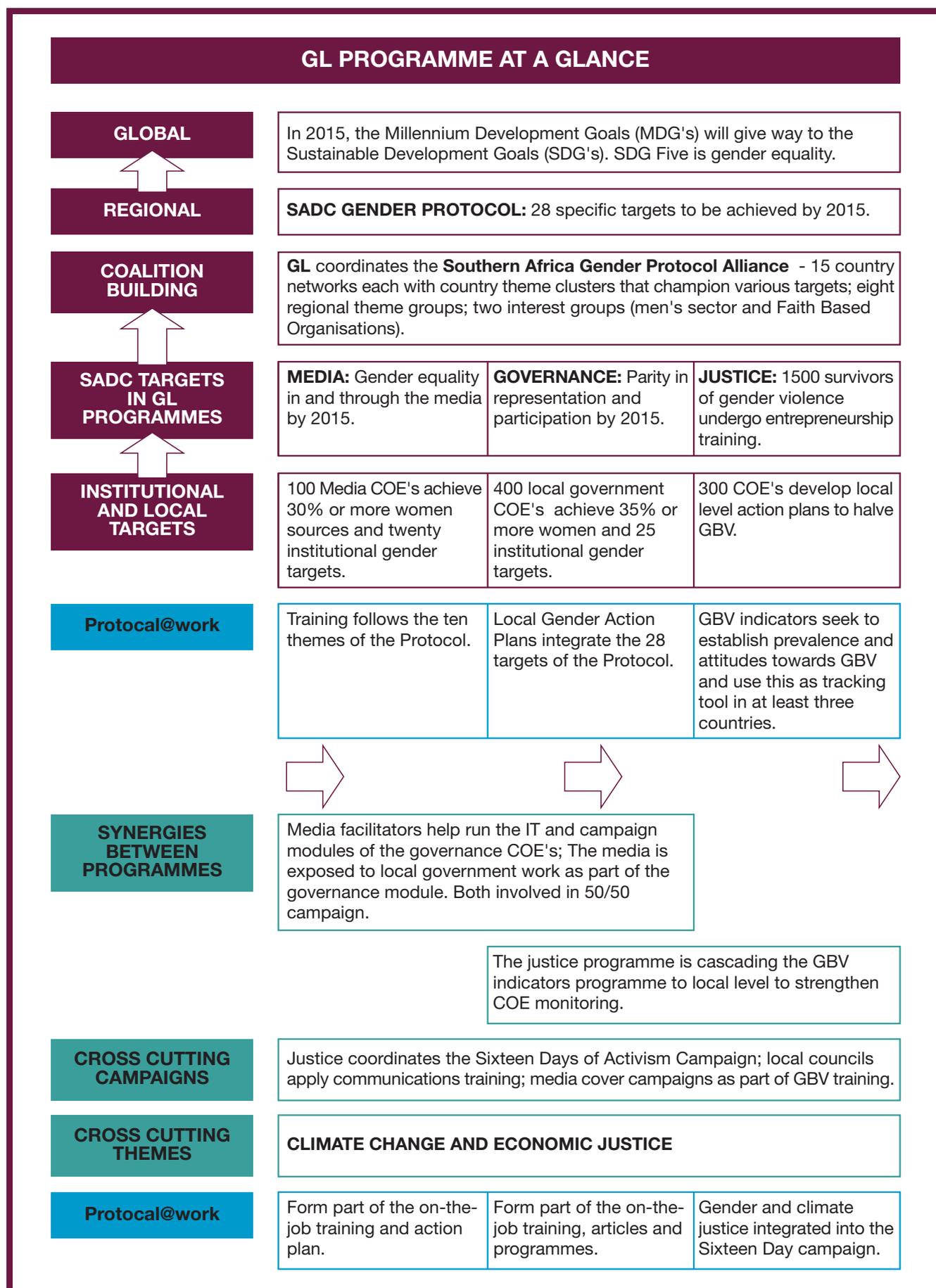
- Revive alliance country focal network MOUs to incorporate the post 2015 gender agenda.
- Share knowledge especially on documentation to improve evidence of the SADC Protocol@work at the 2015 summits.
- Improve communication with formal partners through scheduled avenues.
- Gather news from different partners to feature in the monthly newsletter.
- Joint resource mobilisation especially on national specific issues.
- SGP review through the country level advocacy strategies.
- Increase level of engagement through participation at partner events.
- Deepen implementation through documentation with current partners in governance and media.

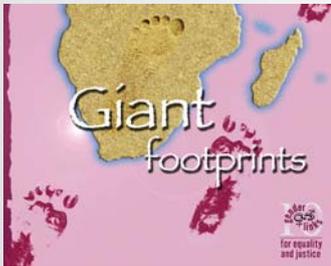


Alliance Chairperson Emma Kaliya, former Secretary General of the Fourth World Conference on Women Gertrude Mongella, and GL CEO Colleen Lowe Morna.
Photo: Gender Links

i Summary of costs district, national and regional summits
ii Regional summit programme
iii Record of Summit parallel meetings

GL PROGRAMME OF ACTION





“Gender Links is a small NGO with expertise in research, advocacy, and engaging the media in social transformation. All Gender Links' work is based on research. Gender Links uses the outcomes of research to innovate and take risks in implementing new tools, concepts, and methodologies sometimes in unfamiliar territories.

At the core of GL's work is the drive to change lives and so women and men are able to participate equally in all aspects of public and private life in accordance with the provisions of SADC Protocol. Gender Links has moved from breadth to

depth as evidenced from all programmes progressing from research, to action plans, to capacity building, to a much stronger monitoring and evaluation of the impact the work, and now to managing results for change. All GL's work is managed in a cost-effective way that gives value for money. Because of its small size and wide scope of work in the region, GL works through smart partnerships to bring change and impact lives in SADC region.”

- PPA Mid Term Evaluation.

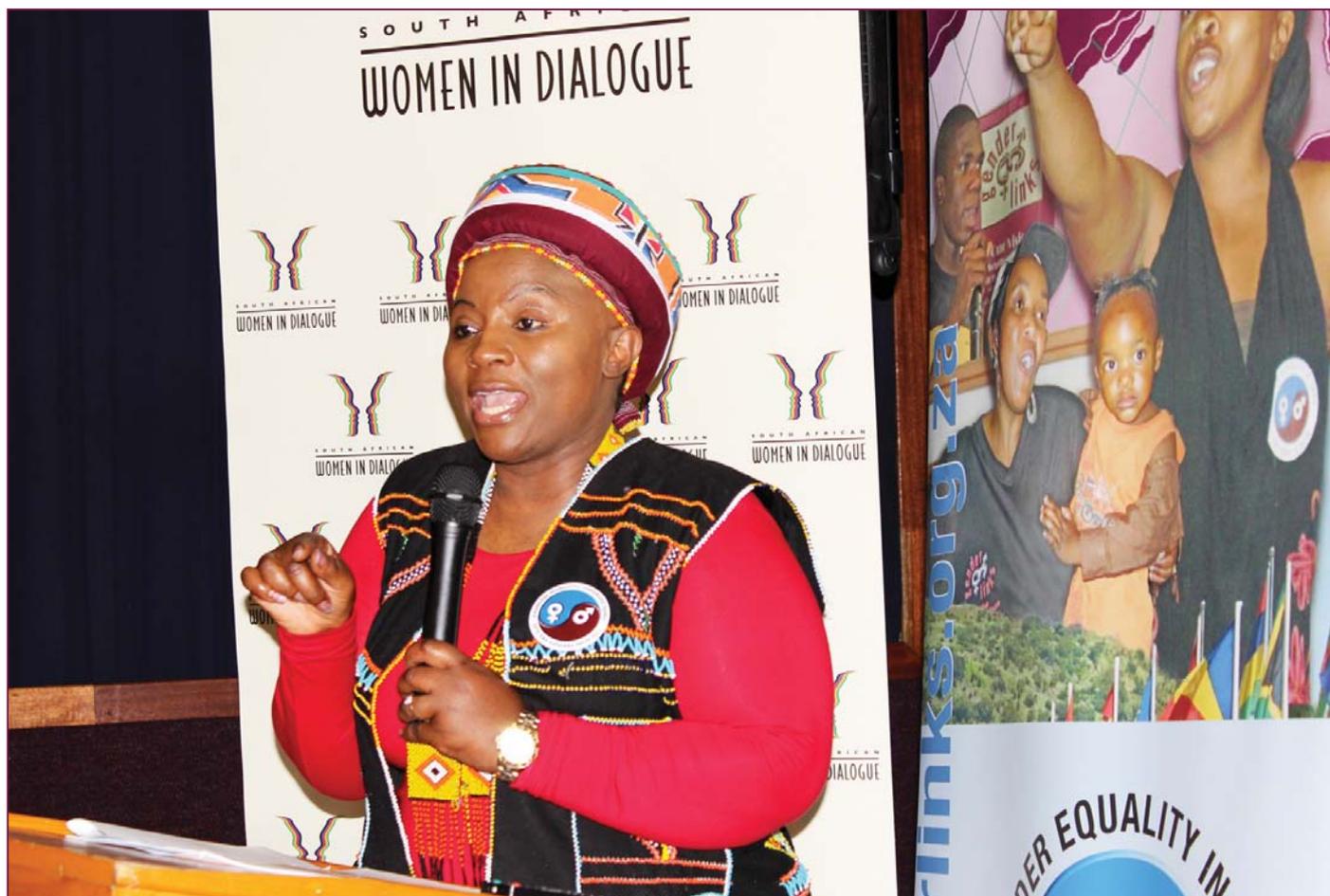
GL's vision is a region in which women and men are able to participate equally in all aspects of *public and private life* in accordance with the provisions of the SADC Gender Protocol (SGP). GL believes that the *vicious negative cycle of inequality* can be turned into a *virtuous positive cycle of equality*.

At the **state level** GL, as coordinator of the SADC Gender Protocol Alliance (SGPA), has mounted a high profile campaign for the review of laws and policies, and allocation of resources to achieve the SGP under the banner “2015: Yes we must!”. This campaign, that includes advocating for an Addendum on Gender and Climate Change, is measured through the annual SADC Gender Protocol Barometer, a key evidence-based mobilising tool for civil society. GL's justice programme works with governments to provide

baseline data on gender violence for multi-sector national action plans aimed at halving gender violence by 2015. At the **institutional level**, GL integrates the targets of the SGP into 400 local government and media gender action plans that contribute to the attainment of gender parity and gender responsive governance in these sectors. At the **individual level**, GL builds the capacity of Gender Champions and Focal Persons - Drivers of Change - to demand accountability through learning-by-doing. GL has also recently launched a programme to link survivors of GBV to local entrepreneurial opportunities, testing a nested ToC on the link between economic empowerment and the reduction of GBV. The table below summarises GL's key achievements and strategic thrusts 2014 to 2016:

Programme	Main result	Targets and milestones 2014-2016
Alliance	Building a strong coalition in support of gender equality around a regional instrument with strong targets and timeframes.	Using the SADC Gender Protocol to influence the global post-2015 agenda and vice versa.
Media	Working directly with 108 media houses (eight more than target) on gender aware reporting including self- monitoring: a global first; chairing the Global Alliance on Media and Gender.	Completing the expanded ten plus ten (20) stage process in these media houses and expanding the Centres of Excellence to media training institutions.
Governance	Enlisting 360 Councils (60 more that target) to become Centres of Excellence (COE) for gender now investing 78 times more than PPA spend in the implementation of their gender action plans. ¹	Expanding the programme by 25% to reach nearly half of all councils in the region; mounting a campaign for legislated quotas for women's political participation in at least ten countries.
Justice	Conducting ground-breaking research on measuring gender violence in six SADC countries and using this to inform National Action Plans (NAPS).	Developing and running strategic communication campaigns on the findings in the six countries while completing the NAPS.

Southern African Gender Protocol Alliance



A representative from the National Prosecuting Authority speaks about the need of gender equality during the Eastern Cape Women Demand Action Dialogue in 2013.

Photo: Nonthandazo Mankazana

FACT FILE

Programme	Alliance and Partnerships																
Sub programmes	5																
No of focal networks	Country	Ang	Bots	DRC	Les	Mada	Mal	Maur	Moz	Nam	SA	Sey	Swa	Tan	Zam	Zim	Total
	No	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	15
No of events during the year	Country	Ang	Bots	DRC	Les	Mada	Mal	Maur	Moz	Nam	SA	Sey	Swa	Tan	Zam	Zim	Total
	No	4	8	5	11	1	8	3	3	6	1	25	4	7	6	6	98
No of participants	MALE					FEMALE					TOTAL						
	4510					1886					6396						
Outputs	Reports			Action plans			Books			DVDs			Pamphlets/posters				
	7			14			1			1200							
Outreach	Website hits		Contacts generated			Media mentions			Other events attended				No of MOUS with partners				
	261								27				25				
How rated by partners in evaluations - average scores	Content	Design	Documentation	Facilitation	Group work	Outputs	Outcomes	Learning	Networking	Admin	Overall						
	81	78	78	82	78	80	76	88	77	77	81						



Sifiso Dube, Alliance and Partnerships Manager

Lucia Makamure, Senior Programme Officer Alliance and Partnerships

Nomthandanza Mankazana, SA Alliance Coordinator

Synopsis



The Southern African Gender Protocol Alliance, or Alliance programme, forms an umbrella to all of GL's programmes connecting the dots from the local to the global level. It includes five projects: research through the annual barometers, the SADC Gender Protocol summits, institutional strengthening, costing and alignment of gender policies and action plans to the SADC Gender Protocol, and the post 2015 agenda.

SADC is the only region in the world with a legally binding omnibus instrument for achieving gender equality. Through pushing the boundaries of the Millennium Development Goals (MDGs), and setting targets in such areas as Gender Based Violence and the media, the SADC region is at the forefront of going beyond minimum standards in the post 2015 agenda.

Through this Protocol, the region has made strides in gender mainstreaming in education, health and economic empowerment. The region has reviewed Constitutions and built capacity for gender responsive budgeting. However, this one-stop-shop for gender equality expires in 2015, posing the risk of stagnation just as the rest of the world moves forward to adopt the Sustainable Development Goals (SDGs).

“GL is a valued CIVICUS member. Most recently, we partnered with GL in the implementation of an event on women leadership in civil society at International Civil Society Week 2014, and facilitated the ECOSOC accreditation of GL representatives for the CSW in New York.” *Amy Taylor - CIVICUS Partnership Director*

2015 is a year to raise the bar for the region beyond minimalism to have a rights-based framework that will ensure voice, choice and control for each SADC citizen. It is a year to be game changers on how we conduct advocacy, research and presentation around it. However, it is also a year to look through the gaps so that no one is left behind in this new era. At a time when resources are dwindling and

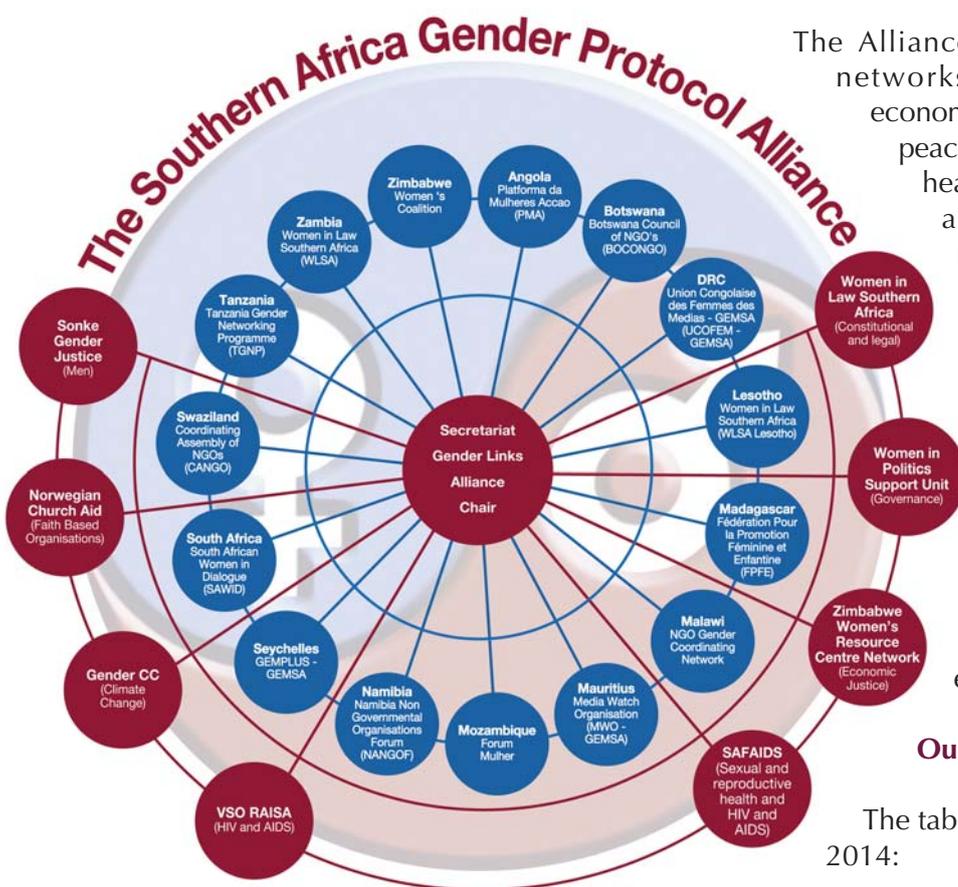
development funds are channelled through governments and the private sector, it is critical for the Alliance network to maintain the web of influence in the region and beyond through innovation and joint ventures for gender equality.

Objectives:

- Contribute to the attainment of the 28 targets of the SADC Protocol on Gender and Development and MDG3.
- Holding governments accountable through research, monitoring and evaluation to inform advocacy strategies.
- Lobby governments that have not signed and or ratified to do so with haste as 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.
- Coalition building at regional and national level through country focal networks and theme cluster networks.
- Knowledge creation and sharing of good practices through documenting the SADC Gender Protocol @work.
- Raising citizens' awareness, especially women, to claim their rights and make demands of their governments through the SADC Gender Protocol campaign.
- To contribute to the global dialogue on the post-2015 development agenda through advocacy efforts that would benefit the SADC region.
- To ensure that critical groups and areas such as climate justice and building movements including the faith based sectors are addressed beyond 2015.



Zanele Mbeki speaks about monitoring and evaluation tools at the South Africa Post-2015 roundtable discussion held in Johannesburg in 2014.
Photo: Nomthandazo Mankazana



The Alliance is a coalition of fifteen country networks, theme clusters (governance, economic justice, climate change, care work, peace and security, sexual and reproductive health and HIV and AIDS, constitutional and legal) as well as cross cutting networks (Faith Based Organisations, Climate Change and Men's Groups). Representatives of these groups constitute a 24 member steering committee. GL provides a secretariat for the Alliance, and is guided in its daily work by an Executive Committee led by a chairperson. As the SGPA efforts accelerate towards a strong post 2015 gender agenda, the country networks are implementing local actions to ensure gender equality.

Outputs

The table summarises key Alliance outputs in 2014:

Area	Target	Achievement
Research tracking progress on the implementation of the SGP in SADC	15 country and 1 regional barometer produced per year	13 country barometers produced, seven edited
Increased body of knowledge and implementation on the SGP	2400 case studies by 2016	1868 case studies gathered by the 2014 summits (cumulative)
Annual meetings for Alliance	3 Annual meetings	Three annual meeting held
Country level meetings	15 country level meetings per year	28 country level meetings held in 2014
Village level meetings	4 village level workshops per country	37 village level workshops held in 2014
Think tank telecons/meetings	1 call every 2 months	5 calls held with EXCO, 7 calls with Alliance chair
South Africa Alliance	Review MOU with SAWID, Plan provincial meetings, hold meetings and summit with SAWID	4 SA provincial meetings held, one country meeting held 7 costed Action plans
Costing	10 costed implementation plans	12200 sample size targeted for KAC
Knowledge and attitudes surveys, CSC	30000 participants by June 2014	surveys covering urban, rural, women and men in equal numbers. Improved working relations with the
Beneficiary feedback	Beneficiary feedback incorporated in annual reports and donor reports.	SADC CNGO and Alliance partners

Outreach

The Alliance programme ensures that there is a cascading effect in implementation of the programme through:

- **Media** - mobilising media at country level to cover Alliance events and ensuring media involvement in the annual SGP summits.
- **New Media** - The Alliance programme creates alerts on current affair issues and sends out to the Alliance list or social media. During meetings, the Alliance uses podcasts to record key messages for campaigns and advocacy.
- **Website** - the Alliance programme has webpages in the five project areas. The summit and post 2015 page are on the homepage of the website to create momentum about the issues.
- **Publications** - The Alliance programme produces barometer publications with the regional edition hard copy printed. The publications are available on the website and are strategically distributed to partners and beneficiaries.
- **Village meetings** - the Alliance programme popularises the SGP at the village level workshops held by country focal networks who are well represented across each country.
- **Working through and with partners** - The Alliance programme has endeavoured to compliment partner efforts through joint planning. The 2014 barometer launch was held jointly with the SADC CNGO civil society forum. The country level meetings have enriched the research at country level through the validation process and the post 2015 sessions. The Alliance networks produced 13 barometer for 2014. Partners have led specific campaign at country level and the SGPA has been a strong force in the advocacy for the post 2015 agenda.

“The DRC Government is honoured to being associated with this laudable initiative of alignment of the gender policy. It is important to integrate the Protocol of the SADC with the National Strategy on Gender of the DRC and the Costing of its implementation.” *Marie Lisika-Elekia, DRC Coordinating Director and Director for NGOs at the Ministry of Gender, Family and Children (GFC)*

With the SGP now in full force, pressure is mounting on Madagascar (the only remaining signatory not to have ratified the Protocol) to do so. The Southern African Gender Protocol Alliance (the Alliance) is supporting alliance focal networks in Botswana and Mauritius to lobby their governments to sign the Protocol ahead of the August 2015 SADC Heads of state summit in Botswana.

Coalition building: Overall, GL has achieved its target of building a strong coalition around the SADC Gender Protocol. The number of sector MOU's fell slightly short due to several regional NGOs scaling down. However, the Alliance has forged a strong relationship with the SADC Congress of NGOs (CNGO), the umbrella network for all NGOs in the region. The strengthening of country networks is creating multiplier effects as these take ownership. A good example is GL's partnership with South African Women in Dialogue (SAWID), a voluntary network that spans the country. The Women Demand Change campaign with SAWID mobilised communities, provided venues and coordination support. The climate change

campaign demonstrates the importance of flexibility. In the long run it is more strategic for sustainable development to be embedded in the SGP, than to be an appendix.

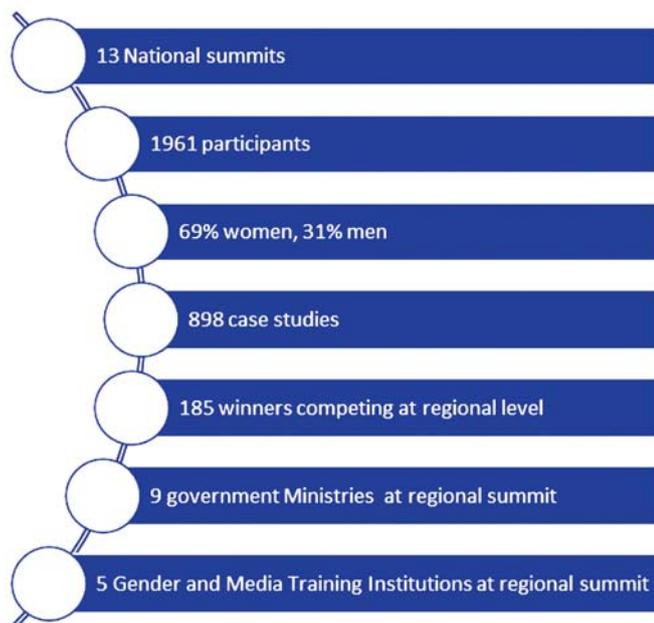
Implementation: Although working with governments on implementation of the SADC Gender Protocol is fraught with challenges “stepping back in order to step forward” has proved essential to ensure that the SADC GU and governments take the lead. Another commendable feature of the programme is the emphasis on learning and sharing among countries following the June 2014 workshop for countries that have completed the process to share with those now coming on board. Namibia, which pioneered the alignment exercise, and presented a case study at the 2014 SADC Protocol@Work summit, shows the positive benefits of this strategic initiative:

Outcomes

Ratification: The number of governments that have ratified the SADC Gender Protocol (SGP) increased to 12, Malawi ratified the protocol in August 2013.

The Namibia Ministry of Gender Equality and Child Welfare (MGE CW)ⁱⁱ has used the National Gender Policy and National Action Plan (NAP) to train and build the capacity of ministerial staff on gender mainstreaming, and is collaborating in the establishment of a Masters' Degree in gender at Namibia's two universities. Gender focal points have been trained and information on the gender policy and NAP disseminated. The Ministry has created thematic clusters across different government Ministries to champion each Protocol target to implement the costed National Action Plan. During bilateral meetings with partners at the SADC Protocol@Work summit, Namibia proposed that best performing government ministries be recognised at the 2015 Namibia SADC Protocol@Work summit.

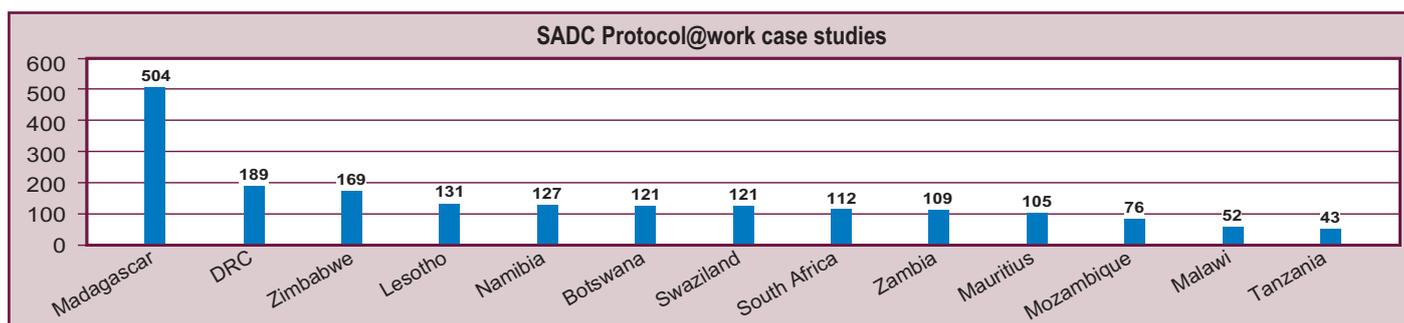
The SADC Protocol@Work summits 2014



The SADC Gender Protocol Summits and Awards aimed to:

- Take stock and turn up the pressure for implementation and accountability in the final countdown to 2015.
- Make use of the upcoming elections in the SADC region to demand women's equality.
- Lobby for a strong post 2015 SADC Gender Protocol that incorporates missing areas such as sustainable development, and strengthens the commitment to women's rights.
- Profile and affirm the work of media and local government Gender Centres of Excellence and create synergies between their efforts.
- Build linkages between the media and local government work on the ground as part of the broader objective of gender responsive governance and accountability, and developing a critical citizenry around the SADC Gender Protocol and the MDGs.
- Develop strategic partnerships and networking opportunities.
- Strengthen the gender movement from local to national to regional to international level.

SADC Protocol@work case studies



Unique features of the 2014 Summits included:

- Cascading for the first time to district level, for verification of the local government COE's, and entrepreneurship training.
- A stronger institutional and sustainability focus, with new categories for government ministries and the Alliance networks.
- Theme entries focusing on the implementation of the provisions of the SADC Gender Protocol and also how a post 2015 SADC Gender Protocol can be strengthened.
- A special category on the 50/50 campaign, to put the spotlight on SADC countries in the ten elections due to take place over the next two years, and turn up the pressure for delivery.
- A special category on gender and climate change, to increase pressure for strong provisions on gender and sustainable development in the post 2015 SGP.
- Greater visibility to Faith Based Organisations, a key cross-cutting Alliance partner.

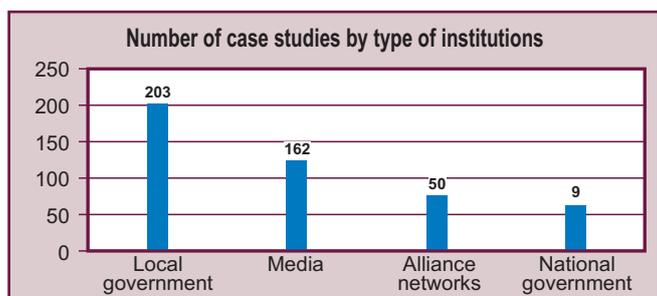
Former Mauritius Minister of Gender Equality, Child Development and Family Welfare-Mireille Martin and former Lesotho Minister of Gender and Youth, Sports and Recreation-Chief Thesele John Maseribane, as well as South Africa's Commission for Gender Equality Chair Mfanozelwe Shoji attended the regional summit. Former Minister Maseribane highlighted the limited time left to achieve the 28 targets of the SGP while former Minister Mireille emphasised the need to involve faith based organisations in mobilising for gender equality. Mfanozelwe Shoji highlighted the need to continue holding governments accountable for commitments made on gender equality including supporting organisations that do the implementation on the ground.



Mpho Marathane, Mireille Martin and Rethabile Pholo at the 2014 Summit.

Photo: Thandokuhle Dlamini

The graph shows that the Alliance has so far collected 1859 case studies of the SADC Protocol@Work, with Madagascar (504) registering the highest number of case studies, followed by DRC (189) and Zimbabwe (169). The 2014 SADC Gender Protocol@Work summit yielded 868 of the 1859 case studies gathered at district and national level. A new summit category for government participation attracted nine case studies while the Gender in Media Education (GIME) institutions attracted five case studies. The case studies ranged from large projects with government and international donor funding to small income-generation activities that have grown beyond their immediate purpose, by creating sustainable livelihoods. Emerging entrepreneurs, another new category attracted 67 rich case studies from local government COE councils. The climate change category remained prominent attracting 45 case studies. Nine government ministries presented case studies while five media training institutes presented case studies.



The largest number of case studies (203) came from local government, followed by media (162), Alliance networks (50) and nine from government ministries. The figures do not include women's rights, GBV and the climate change categories. Implementation at local level is increasing with 360 councils now COEs. In 2014, a junior mayor, age 17, made history when she became the youngest SADC Protocol@Work participant to win an award, and fly to New York!

SADC, Gender and the post 2015 agenda

In July 2014 Gender Ministers from the 15 countries of SADC acknowledged the need to review the SADC Gender Protocol in light of the expiry of the targets, and in line with the post-2015 global agenda. The 2014 SADC Gender Protocol Barometer that measures progress in the attainment of gender equality in the region found that using both the empirical SADC Gender and Development Index and SADC Citizen Score Card, an "ordinary people" perception score, the region is only 66 to 67% of where it needs to be by this year.

However, reviewing the targets against the agreed 17 goals and 169 indicators of the SDG's, the Alliance found that the Protocol needs to be bolder and more specific in a number of areas. Target five of the SDG's on gender equality goes much further than its predecessor MDG 3. The global agenda includes GBV, has a number of economic indicators (including the unwaged work of women); goes beyond numbers in women's political participation through provisions for "effective" leadership and pushes some boundaries on reproductive health and rights.

On the other hand, the SDG's are thin on gender, media and ICT's, sparking an outcry by the Global Alliance on Media and Gender, chaired by Gender Links, that also hosts the Secretariat of the Alliance.

Globally, all eyes are now on the indicators that will accompany the SDG's that are expected to be adopted by Heads of State at the UN General Assembly in September. The Alliance and GAMAG have shared a potential 300 gender indicators with technical committees working on the global framework. Key Alliance demands include:

- Conduct a thorough and honest review of the last seven years, and use this to reposition for 2030.
- Ensure that all gender provisions of the SDG's are incorporated.
- Go further than the SDGs on gender, media and ICTs.
- Strengthen the sustainable development provisions of the SADC Gender Protocol.
- Strengthen the rights-based language in the SADC Gender Protocol.
- Remove contradictions and anomalies around custom, tradition and religion.
- Adopt an implementation framework with strong gender disaggregated indicators.

Challenges



Maparutsa with Malawian gender Minister Patricia Kaliati at the Malawi Permanent Mission in New York, where the Alliance worked on a zero draft of the SGP, March 2015.
Photo: Colleen Lowe Morna

The major challenge is that, in line with MDG 3 (gender equality), the deadline for the 28 targets of the SADC Gender Protocol is 2015. The Alliance has turned this threat into an opportunity through a dual strategy of mounting pressure for implementation in the count-down to 2015, as well as lobbying for a review of the unique sub-regional instrument that brings together all existing regional and international commitments on gender equality. The Alliance kicked off this campaign with a side event at the Commission on the Status of Women (CSW) meeting in February 2014 hosted by Malawi, current chair of SADC.

As the Alliance works with the SADC GU on aligning national gender action plans to 2015 targets, there is a danger that these might be overtaken by the post 2015 agenda. The Alliance will need to work closely with the SADC GU to ensure that this is not used as an excuse for non-action.

“We cannot afford to be caught flatfooted. Globally, we are moving from the Millennium Development Goals to the Sustainable Development Goals. The SADC Protocol on Gender and Development, aligned to the MDG's, needs to move apace.” - *Emma Kaliya, Chairperson of the Southern African Gender Protocol Alliance.*

A journey of a thousand miles begins with a single step



Kadoma junior council mayor, Rumbidzai Muparutsa.

Photo: Tapiwa Zvaraya

At 17, Rumbidzai Muparutsa was the youngest delegate at the SADC Gender Protocol Summit that brought together delegates from 14 countries in the region. She describes her participation at the summit as a defining moment as she will forever cherish the moment she represented her town, Kadoma City Council and walked away with the first prize on the Women's Rights category. Muparutsa went on to win the first prize at the regional summit and walked away with a ticket to New York to represent the SADC Gender Alliance at the Commission of the Status of Women.

Her first encounter with Gender Links was in March 2014 when she attended the District summit in Kadoma as the council's Junior Mayor. “I have always been intrigued by people making a difference in other people's lives and when I met Priscilla (Zimbabwe country office manager) and Tapiwa (Zimbabwe country Programme officer) it ignited a fire in me that I could do more,” she told Gender Links.

“The most important reason why I put much effort in gender issues is because I am being raised by a single mother who made sure I never lacked anything and its only now as a young adult that I am realising how much power one woman can possess”.

As part of her duties as the junior mayor she acts as the bridge between the council and school going youths in her constituency. Her leadership skills faced a litmus test early this year when a school in her ward had 24 pregnancy related dropouts. “I really felt devastated because in that instant I saw 24 girls having their futures destroyed right before my eyes”, said Muparutsa. For me that was a moment of weakness and I don't take well to being weak but instead of being defeated I saw that as an opportunity for growth”, she added. She said the incident was an eye opening experience as she realized that a lot of girls in her area lacked knowledge on sexual and reproductive issues and self-empowerment.

Muparutsa believes that every girl child is special yet most of the girls do not realise that fact and they end up engaging in risky behaviour. ‘Most of the girls were falling pregnant to gold panners and in most of the cases the sex was consensual’, she lamented. Muparutsa singled out poverty as the main driver in the pregnancy related dropouts. She said the gold panners lure the girls with cheap gifts and money and in some depressing cases the parents are actually marrying off their daughters for monetary gain.

Muparutsa says the social injustices that girls face like rape inspires her to work hard to ensure that all girls have access to resources and services. ‘My wish is that no girl ever goes through the trauma of rape and every chance I get I use my position to amplify the voices of the girls in my community. The Kadoma community has since started regular Awareness campaigns on gender based violence and boys from the local schools have held marches to end early marriages. The campaigns are also receiving a lot of support from Save the Children. “Change takes time but I am confident that our intervention will eventually pay off as recently there hasn't been any cases of dropouts. I wish everyone knew how special they are and how much wealth they have as individuals'. I wouldn't tolerate anyone violating my rights.”

Source: *Drivers of change 2014* by Lucia Makamure

Risks	Rate - High/Medium/Low	How these will be mitigated
SGP targets expiring	Medium	Advocacy efforts for review, zero draft SGP to be presented to Member States
Limited funding for implementation of programme across the 15 SADC countries	Medium	Joint events, application of value for money approach, collaboration with governments, accelerated fundraising
Changing personnel for Alliance country focal networks	Low	Up to date information access uploaded on country page in the website, regularised communication.
Lack of government buy in for some projects	Low	Continued lobbying - sharing case studies from other countries.
Sustaining the building of a body of knowledge in the form of summit case studies	Low	Frequent collection of case studies in the form of drivers of change; use of online tools.
Competing partner priorities	Low	Synergising programme deliverables with that of partners e.g. the Civil Society Forum and barometer launches.

Lessons learned

- The governments that have stayed with the process of alignment and costing their gender action plans have institutionalised gender mainstreaming into other line ministries - government commitment is critical.
- A civil society voice at the global level is critical for a strong post 2015 gender agenda - coalition building such as the Alliance brings power in numbers which links local actions to global frameworks.
- Working with governments and civil society is the best way to achieve gender equality - the political buy in is important.
- Strong systems can be emulated and used elsewhere; the alliance network sometimes uses our systems for implementation.
- Ownership at the local level for the programme is critical, with the country network leading from the front and secretariat providing guidance from the back.

- Documentation amplifies the voices of the vulnerable - the SADC Gender protocol case studies are voices from the ground reaching policy levels.

Next steps

- Accelerated advocacy efforts for a review of the SGP and to substantively influence the global gender agenda.
- Continued capacity building at national level to ensure a robust gender movement that can demand and implement a strong post 2015 gender agenda.
- 2015 research on the progress made to achieve the 28 targets of the SGP.
- National and regional summits to build a body of knowledge of the implementation of the SGP on the ground.
- Popularising the SGP and highlighting gaps that need to be covered beyond 2015 at community level.
- Resourcing activities for implementation of programme actions.

Matrine Chuulu: a sad farewell



The news of the untimely passing away of our sister Matrine Chuulu on 17 April reached us with shock and disbelief. As the SADC Gender Protocol Alliance, we have lost a driver of change for gender equality and a sister in the struggle.

Matrine carried herself with humility over the years and knew the ropes and buttons to pull and push to achieve gender equality. She has been loyal to the game of gender equality when many with similar credentials could have chosen an easier way out. Well known in the legal

fraternity in Zambia and across Southern Africa, Matrine was instrumental in advancing gender equality through landmark agreements such as the Beijing Declaration and Platform for Action and the Convention on the Elimination of All Forms of Discrimination against Women and the SADC Protocol on Gender and Development. She led the constitutional and legal rights sector that saw the advocacy, drafting and adoption of the SADC Protocol on Gender and Development.

As the regional coordinator of Women in Law Southern Africa (WLSA), Matrine rallied for gender equality causes such as the passing of the Zambia Access to Information Bill, the review of the Zambian Constitution and abolishing child marriages. Matrine was amongst gender activists rallying behind the Red Lights campaign which was against human trafficking in 2010.

ⁱ VFM tracking sheet and case study for the governance programme.

ⁱⁱ Namibia Ministry of Gender Equality and Child Welfare summit case study 2014



GMMP monitors training and coding workshop, South Africa.

Photo: Albert Ngosa

FACT FILE

Programme	Media																
Sub programmes	Centres of Excellence for Gender in the Media																
No of Centres of Excellence	Country		Bots	DRC	Les	Mada	Mal	Maur	Moz	Nam	SA	Swa	Tan	Zam	Zim	Total	
	No of COEs		7	11	10	6	11	4	12	1	14	5	11	6	2	100	
No of events	Country		Ang	Bots	DRC	Les	Mada	Mal	Maur	Moz	Nam	SA	Swa	Tan	Zam	Zim	Total
	No		0	9	41	25	22	38	16	32	2	22	31	30	33	8	309
No of beneficiaries	MALE					FEMALE					TOTAL						
	690					917					1607						
How rated by partners in evaluations - average scores	Content	Design	Documen-tation	Facili-tation	Group work	Outputs	Outcomes	Learning	Networking	Admin							
	86	83	86	84	84	85	77	86	83	83							
Outputs	Reports			Action plans			Books			DVDs							
	37			9			0			0							
Outreach	Website hits	Contacts generated		Media mentions		Other events attended		No of MOUS with partners									
				21		2		85									
Budget	R3 600 000																



Sikhonzile Ndlovu

Synopsis

2015 marks twenty years of the Beijing Declaration and Platform for Action (BPFA), which identified media as one of the critical areas of concern under the “Women and media diagnoses.” 2015 is also the deadline year for the Millennium

Development Goals (MDGs) and the Southern African Development Community (SADC) Protocol on Gender and Development. The BPFA remains very key and relevant to efforts to include gender and media in global discourse. Twenty years after Beijing, it is clear that gender and media activists need to step up their efforts and re-strategise to ensure more systematic and sustainable solutions to gender gaps that exist in the media.

The GL Media programme has continued to provide useful information on the positioning of women and men in the media and in editorial content in SADC through its ground-breaking research studies, that bring together key partners in the Gender and Media Diversity Centre (GMDC). GL also connects the dots up to international level through chairing the Global Alliance on Media and Gender (GAMAG), a global coalition of over 500 media-related organisations committed to gender equality in and through the media.

A key concern for GL's media programme is the absence of a stand-alone goal, targets and indicators on gender and the media in the draft post-2015 Sustainable Development Goals (SDGs).

Within Southern Africa, the GL media project works with over 100 media houses and eight media training institutions that have elected to become Centres of Excellence (COE) for gender in the media.

The Media programme has continued to forge stronger relations with partners such as the Southern African Broadcasting Association (SABA), which co-chairs the Africa chapter of GAMAG, Rhodes University's Sol Platjie Institute for Media Leadership, the United Nations Education and Scientific Organisation (UNESCO) as well as journalism and media training institutions in SADC through the Gender in Media Education (GIME) COE project. The programme has harnessed new media and also moved to establishing a multi-media Gender Links News Service (GLNS).

Objectives

- **Contributing to the strategic objectives of the Beijing Declaration and Platform for Action (BPFA).** With the SADC Gender Protocol coming to an end in 2015, GL has continued to align its media work with global instruments such as the BPFA which place emphasis on achieving gender equality in media content as well as in media institutions. The GL media COE project feeds directly into this objective.
- **Contributing to the SADC Gender Protocol on gender equality in and through the media by 2015 as well as crafting stronger media provisions in the post 2015 SGP.** The GL Media programme aims to support media institutions to mainstream gender in their day to day operations in accordance with the SADC Protocol on Gender and Development.

The Protocol calls on all media and media related bodies to mainstream gender in their codes of conduct and ethics.

- **Contribute to debate and dialogue on gender, media and diversity through the Gender and Media Diversity Centre and the Gender Links News Service (GLNS).** The GMDC continues to engage with gender and media activists, educators, mainstream media as well as gender and media networks. The GLNS continues to create conversation around gender and diversity in SADC, giving visibility to the SGP campaign.



GL Board Member Emily Brown during a media monitoring consultative workshop in Johannesburg.

Photo: Thandokuhle Dlamini

How the media programme works

With its slogan, *gender equality in and through the media*, the programme has grown from periodic media training workshops and research projects to a global force to be reckoned with. The work is rooted in research, including the Gender and Media Baseline Study (GMBS), the Gender and Media Audience Research (GMAS), Glass Ceilings in Southern African Media and the Gender and Media Progress Study. The periodic *Mirror on the Media* series covered such topics as Gender and Advertising and Gender in Tabloids. In 2015 GL will update all these research studies under the 2015 Gender and Media Progress Study (GMPS).

“The media Centres of Excellence project has made Botswana media houses and editors aware of the gap in gender mainstreaming not only in content but at institutional levels. Spencer Mogapi of the Sunday Standard/Telegraph newspapers said at one COE meeting: ‘I never thought of gender in the workplace or in newspapers but now I make sure that we have female staff and that gender issues are covered. It is important to give women a platform in the issues pertaining to the development of our country. We cannot afford to leave them behind.’” - *Beata Kasale: Owner, The Voice, Botswana*

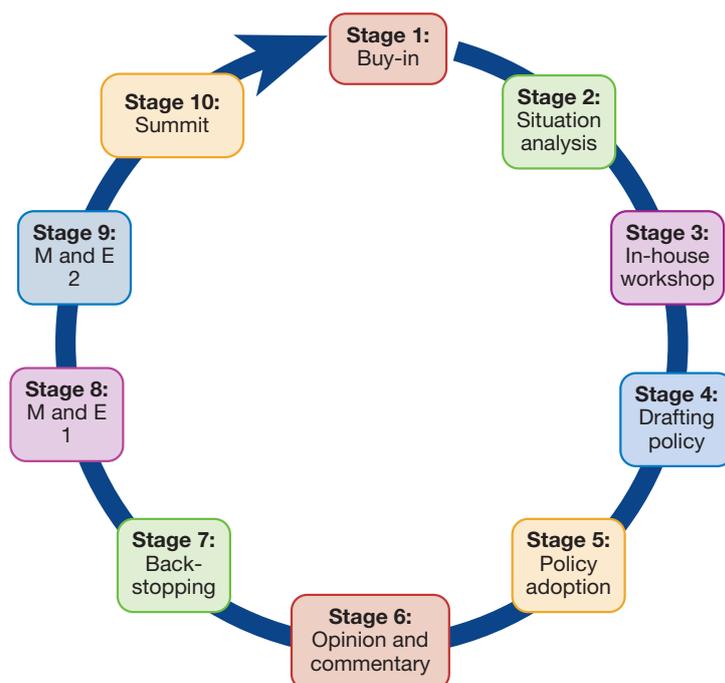
In 2008, GL initiated policy work in media houses as part of the Media Action Plan (MAP) on HIV and AIDS, which gave birth to gender policy work in media houses and ultimately the Centres of Excellence (COE) for gender in the media project. The COE concept has seen GL work with over 100 media houses in the SADC region to develop and implement gender policies. The results of the 2009 Glass Ceilings Study and the 2010 GMPS informed the media COE approach.



The COE project has contributed to strengthened monitoring and evaluation tools and systems. For example, the programme has developed a scorecard to measure progress in gender mainstreaming in participating media houses and journalism and media training institutions. The scorecard approach combines both quantitative and qualitative research methods that allow for engagement and dialogue with the media institutions. The M and E strategies in place allow for gathering and documenting evidence of change every step of the way.

The Media COE project is a ten-stage process that offers media houses a capacity building and gender

mainstreaming package. The stages are structured as follows:



A unique feature of the media COE process is the ongoing capacity-building and support for the media house and its personnel. A key component of this is support from partner organizations such as journalism and media training institutions as well as SADC Protocol Alliance thematic cluster leads.

Stage 7 thematic areas include:

- Constitutional and legal rights
- Governance
- Education and training
- Productive resources, employment and economic empowerment
- Gender based violence
- Health and HIV and AIDS
- Peace Building
- Media, information and communication
- Implementation

As part of the M and E, GL has developed a media COE self-monitoring tool that allows media houses to periodically monitor their content. This has led to greater ownership and accountability towards gender mainstreaming efforts. This periodic self-monitoring exercises are useful for benchmarking progress in between major external evaluations.

The media programme has also strengthened its work with media training institutions through introducing a COE project for Gender in Media Education (GIME). The GIME COE concept provides media institutions with a full gender mainstreaming package that they

can choose from. This process realises that institutions are unique and as such their needs differ. Therefore they can choose the relevant modules from GL's offering.

Key activities in 2014

- **Gender policy development workshops in the thirteen participating SADC countries.** GL has continued to support COEs in new countries such as Lesotho and Swaziland to develop their gender policies.
- **On the job support through stage seven of the COE process.** COEs that developed and adopted their policies in 2013 moved on to on-the-job training facilitated by Gender Links. This has contributed to the steady improvement in gender aware media content.
- **Media COE verification in 70 media COEs that have developed and are implementing gender policies.** The verification process forms stage nine of the COE project. 70 media houses that have developed policies had an opportunity to showcase their gender mainstreaming efforts.
- **Compiling a media COE learning paper.** The COE verification exercise and the SADC gender summits continued to provide vital insights on the challenges and strengths of the COE project. GL realises that any growing and learning organisation has to learn from its past. Based on these lessons the programme will see media COE facilitators engaging more with their beneficiaries as well as documenting evidence of change.
- **Engaging the Southern Africa Broadcasting Association (SABA) in mainstreaming gender in the operations of all 15 SADC broadcasters.** During the year the GL Media Programme made submissions at the SABA annual board meeting on the importance of gender mainstreaming in public broadcasting. This saw SABA electing, for the first time since its inception, a female General Secretary. SABA also achieved parity in its board selections with four women and men elected to its board in August 2014.
- **Training for SABA gender focal points.** As part of the on-going partnership with UNESCO, GL's media programme conducted a gender mainstreaming workshop with representatives of SABA member organisations. This workshop sought to provide in-depth understanding and knowledge of GL's media COE project.
- **Collection and documenting case studies at the SADC Gender Summits.** The Media programmes successfully hosted summits in three SADC countries where GL does not have offices. The summits in the DRC, Malawi and Tanzania saw a high number

of media entries coming from both COEs and non-COEs. For example the DRC generated close to 100 entries. Media partners also participated in the rest of the SADC Gender summits whereby media houses and individual journalists skilfully showcased their gender mainstreaming efforts.

- **Working with news teams comprising Journalism and Media Studies students during the 13 SADC country summits and regional summits.** Student journalists have become a key part of the media team during the annual summits. In 2014 GL continued its work with student news teams to compile daily regional summit news updates.
- **Chairing the first meeting of the International Steering Committee of the Global Alliance on Media and Gender.** In 2014, GAMAG members nominated Gender Links to chair its first ever international steering committee. This has afforded the media programme an opportunity to learn and share knowledge with gender and media activists and media organisations globally. GL chaired the first ever ISC meeting in Geneva Switzerland in November 2014 as well as the first online Executive Committee meetings. These meetings have contributed to designing and crafting GAMAG's post 2015 campaign strategy.
- **Compiling GAMAG media and post 2015 position paper.** Following GAMAG's formation in Bangkok in December 2013 and the first international steering committee meeting in Geneva in November 2014, GL has coordinated and facilitated the compilation of the GAMAG post 2015 position paper. GAMAG is concerned with the absence of a stand-alone goal with targets and indicators around gender equality in the media and ICTS.

Targets

The media COE project targets mainstream media in 13 SADC countries. In 2014, GL shifted its focus to try and bring in all SADC national broadcasters. Public broadcasters have a mandate to represent the interests of constituent groups of any society. National broadcasters mostly rely on government subsidy and reach a wider population compared to private and community media.

As the type of media closest to the people, community media plays a greater role of representing the voices of ordinary people in their communities of influence.

The COE project comprises 39 community radio stations, nine public broadcasters and private media. South Africa has the largest number of community media due to its strong GL local government work in the Limpopo province.

Beneficiaries

Country	Male	Female	Total
Botswana	4	7	11
DRC	52	96	148
Madagascar	28	72	100
Malawi	44	42	86
Mauritius	68	149	217
Mozambique	68	102	170
Namibia	8	16	24
South Africa	129	68	197
Swaziland	60	81	141
Tanzania	55	61	116
Zambia	51	95	146
Zimbabwe	49	36	85
Total	690	917	1607
% by sex	43%	57%	

In 2014, GL reached 1607 media partner beneficiaries - 57% women and 43% men.

Outputs

Targets for the year	Baseline	Indicators	Progress
Media COEs progress overall is 65%; for stage 7 is at 55%. 10 public broadcasters (cumulative) join the process.	Media houses are 54% through the ten stage process. 7 out of 15 public broadcasters have joined the process.	No. of media houses that complete the COE process including at least two thirds of public broadcasters in the region.	Overall progress is at 63% 47% of stage seven.
12 (cumulative) case studies	Seven case studies at the 2014 SADC Summit.	No. of case studies shared at the annual SADC Protocol@Work Summit on Gender in Media Education.	7 case studies. Next case studies at the August SADC summit
At least two media training institutions complete elections training and produce four election newsletters through the GLNS.	Ran a successful Gender and elections training programme with the Polytechnic of Namibia in 2009.	Collaborating with media training institutions to run multi-pronged gender and elections training workshops for students and the media.	- Four gender, elections and the media workshops. - Two newsletters produced.

Outcomes

Targets for the year	Baseline	Indicators	Progress
Proportion of women sources in the media COE's reaches 23%.	21% women sources overall, 26% have reached 30%.	Increase in women sources and gender aware coverage in the COEs. (Qualitative: Editorial and testimonial evidence of change).	21% news sources (2014) GMPS 2015 currently underway
GSC=73% (67% lowest, 81% highest) (Annual).	Gender Score Card (GSC) average of 71% (65% lowest, 79% highest) 2014.	Progress in implementing gender policies and action plans in media COE's as measured in the media house scorecard.	Media COE verification exercise is underway
At least seven media training institutions become COE's; establish baselines through a score card and establish baselines.	New.	No. of media training institutions that become COEs.	- Nine media training institutions have become COEs - Baselines in six institutions

Women's voices in the media: The programme has continued with its capacity building workshops with the aim of ensuring that media houses access more women voices and views in editorial content and programming. The 2014 spot monitoring exercise shows a slight decline in women sources from 22%

in 2013 to 21%. In light of the capacity building workshops, GL hopes to reach the target of 23% in the 2015 GMPS monitoring. The monitoring results will be available in time for the regional 2015 SADC Protocol@Work summit.

If news is about people, where are all the women!

For Semion Shumba, Power 101 Head of News in Malawi, reporting gender goes beyond covering Mother's Day events or the Sixteen Days of Activism campaign against Gender Violence. Shumba, who attended a Gender Links workshop in 2009, testifies that the training equipped him with unique skills on gender reporting. His rule number one when he is assigning the reporter to do a story on gender is "impact of the story."



Semion Shumba in the FM101 studio. Photo: Daud Kayisi

"I always tell my colleagues in the newsroom to tell me the impact of the gender story they would like to cover before interviewing the sources," Shumba says. He posits that a mere report of a Sixteen Days of Activism Campaign or a rape case is not enough. What is needed is critical and solution-oriented reporting.

From the time Shumba attended the GL training facilitated by Pushpa Jameson, he has always worked towards increasing the proportion of women voices on the radio. He is achieving this in two ways. "I have decided to train as many female journalists as possible, because this will mean the radio will have more female presenters, newscasters and reporters. I am also encouraging reporters to interview female experts and ordinary women, as opposed to featuring the voices of men only," says Shumba. "If news is about people, then women should also be part and parcel of it!"

Rachel Joshua, Alefa Lyson and Grace Nda are some of the female journalists that Shumba is proud to have groomed. Joshua is described by her colleagues at the station as an asset. She is an all-rounder in as far as radio broadcasting is concerned. Lyson heads a gender desk at the station and she is also a producer of the Mlatho (bridge) programme that targets needy young girls and motivates them to work hard in school and realise their dreams. Nda is the Head of political and legal affairs desk and she works under the supervision of Shumba. "I have personally gained a

lot from working with Simeon Shumba as I now have the confidence and courage to work and deliver just like any other person in the newsroom. Out of 7 men and 5 women in our newsroom, Simeon entrusted me with the position giving a woman's voice in the newsroom," says Nda.

Shumba makes integrating gender into institutional practices and editorial content a daily routine. "I challenge my fellow reporters in the newsroom to ensure that reporting gender goes beyond reporting GBV. There is a gender aspect to economics, politics, climate change and education. Journalists should therefore not narrow their coverage by thinking that gender reporting is just about GBV or a rape case," says the radio head.

In January 2013, Shumba joined journalists who took Magistrate Titus Banda to task for acquitting a rapist through his famous Sunday lunch hour phone-in programme. The magistrate acquitted the accused because among others he said the complainant "did not feel pain."

Shumba adds that "at an individual level my life has changed. I have encouraged my wife to stand in Malawi elections to contest for a parliamentary seat. I managed to convince her, she knew nothing about politics but I told her that there are NGOs and the media that are there to teach you. Now she can go to the constituency and campaign alone without me. However, at first it was difficult as she did not know what to say to the community that if elected what is she going to do but now she can articulate everything even the time there was a meeting for the orientation for the female candidates she did a presentation for her group. I am happy that things are slowly changing in our newsrooms. We need to continue to have more female voices. All our bureaus need to have at least two female journalists for us to attain the 50/50 target.

Gender responsive journalism and media practice.

The 2015 media verification exercise showed an average score of 71% for media COEs in the region. The media house scorecard measures both quantitative and qualitative indicators of progress across key indicators such as:

- Policy framework including the existence of sexual harassment policies.
- Workplace.

- Editorial content and programming.
- Gender management systems.

Media COE facilitators across the 13 COE countries will measure progress and obtain the updated score during the verification exercise ahead of the SADC gender summits. The Swaziland Broadcasting and Information Service (SBIS) shows how the COE process is changing gender and media practise.

SBIS lights the way

The Swaziland Broadcasting and Information Services (SBIS) plays a vital role in disseminating information to the nation, with radio being the main source of news for 95% of the population.

Smangele Dlamini, Gender focal person, feels strongly that all programme producers and broadcasters in the station need exposure and must be pushed to embrace gender mainstreaming. "What is presently needed at the station is a paradigm shift, where mentoring and coaching on gender becomes basic to enhancing production skills. The onus is now on the management to ensure that the station is not left behind as other media houses are miles ahead," she said. Dlamini is determined to work with gender mainstreaming partners and ensuring that SBIS becomes victorious in gender mainstreaming.

National Association of Development Programme Producers (NADPP) produce programmes on gender including:

- *Tentele Make* - Women's Empowerment programme;
- *Sebenta* - National Literacy Programmes;
- *Swaaga* - Abuse and women's rights programme;



Simangele Dlamini and Ncane Maziya at the Swaziland SADC Gender Protocol@ Work Summit awards. Photo: Thandokuhle Dlamini

- *Tephalamente* - Parliamentary Affairs
- *Current Affairs* - Features issues happening in communities;
- *Lutsango Lwakangwane* - Women's regiments;
- *Tebaphalalali* - Disaster and community mitigation;
- *Kwentekani eTinkhundleni* - Community Development

Broadcasters come to the party

A key outcome this reporting period is the commitment made by the powerful Southern African Broadcasters Association (SABA) at its annual meeting in Swaziland in August 2014, following a meeting facilitated by Gender Links, with the support of UNESCO. In a press statement recognising the significance of 2015, SABA committed to:

- Gender balance on the SABA Board, starting in 2014 with the election of four women and four men to the Board, in accordance with the gender parity target of the SADC Gender Protocol. This historic breakthrough follows a long history of a one hundred percent male Board. SABA in 2014 also appointed, for the first time in the organisation's 22 year history, the first woman Secretary General, Ellen Nanuses.

- Reviving and strengthening the gender committee to be represented at all SABA Annual General meetings.
- Play an active role in the UNESCO-led Global Alliance on media and Gender (GAMAG), where SABA is the nominee for vice chair of the international steering committee.
- Support the Centres of Excellence for Gender in the media coordinated by Gender Links. Currently seven of the fifteen public broadcasters in SADC have elected to join this process that involves adopting and implementing a gender policy, and capacity building for media practitioners, as well as monitoring improvement and sharing.
- Good practices. SABA encourages all its members to become COEs.

- Agree on Gender Sensitive Indicators for all broadcasters in the 15 member states of SADC.
- Support gender in media training.
- Sponsor annual awards on Gender and the Media, recognizing gender aware reporting, programming, and work place practise.

Escalating the global campaign



Campaigning for women's voice: Colleen Lowe Morna and Geena Davis.

Photo: Gender Links

Since assuming the role of Chair of GAMAG, GL has spearheaded a global campaign for gender and media targets and indicators to be added to the SDGs. GL CEO Colleen Lowe Morna joined a high level panel that included UNWOMEN Executive Secretary Phumzile Mlambo-Ngcuka and movie star Geena Davis at the Commission on the Status of Women meeting in March 2015 to call for strong action. Lowe-Morna said: "One of the most promising developments over the last two years is the Global Alliance for Media and Gender (GAMAG) - over 500 organisations around the world - that have come together under the auspices of UNESCO to say that enough is enough. These include major broadcasting associations, media training institutions, journalist unions, women's media federations, research and advocacy institutions. GAMAG is calling for the SDGs include a goal on media and ICTs and their gender dimensions. We are also demanding a stand-alone target on gender and the media under goal five - gender equality. And we are demanding that the indicators on freedom of expression in Goal 16 include gender indicators."

Key challenges

Media houses reliance on adverts for revenue forces them to accept even stereotypical advertising

Whilst media houses are keen to embrace gender mainstreaming, it is not easy for them to introduce over-arching changes within the timeframes of the COE project. This is particularly clear in the nature of adverts that media houses carry. Most media houses rely on advertising for revenue and as such they cannot reject adverts that are deemed to perpetuate stereotypes.

Gender responsive budgeting in media houses

There are very few media houses that are putting resources towards gender mainstreaming efforts. This is particularly so in the not-so-well-resourced countries such as Lesotho and Zambia. There is little in-kind support coming towards project implementation. Most media houses still rely on Gender Links to fund all gender related activities.

Movement of media personnel

There have been several instances whereby the COE project has had to be put on hold due to changes in personnel in different media houses across the region. This often means that Gender Links has to seek buy-in from new people, especially management. This often hinders progress especially if the new manager is not so keen on gender issues. In Botswana, for example, the facilitator has had to work with a new task force after members of the old task force who drafted a gender policy for seven media houses moved. Zimbabwe has also suffered due to reshuffling of personnel in the country's largest print media company, *Zimpapers*.

Hello Pushpa,

I have started pursuing the gender equality story as agreed last time you were facilitating gender training at Trans World Radio (TWR). Please bear with us; we have a lean staff such that sometimes it is hard to find ample time to do some assignments away from office on time due to continuity commitments. Please note that as a media house we are committed to promoting increased coverage of gender and climate change issues. We have managed to come up with a gender desk and have successfully developed a monitoring tool to help us assess whether or not our programmes are well-balanced in relation to gender equality.

Regards,
Mada
TWR, Lilongwe Malawi

Risk analysis

Risks	Rate - High/Medium/Low	How these will be mitigated
Media houses do not have adequate funds for gender mainstreaming	High	GL is utilising in-kind support to achieve greater efficiency and realise value for money in its areas of operation.
Failure by media houses to screen sexist and stereotypical advertising	Medium	Developing gender policies that put in place a framework for gender aware content including advertising
Staff movement across media houses affects continuity in gender mainstreaming efforts	High	Working with media houses at an institutional level and emphasising on policy development and implementation

Next steps

- Continue with campaign for the strengthening of media and ICT targets in the post 2015 Sustainable Development Goals (SDGs) under the auspices of the Global Alliance on Media and Gender (GAMAG).
- Campaign to urge governments to take concrete action to include gender, media and ICTs in their national gender policies and strategies.
- Contribute to strengthening the Southern Africa chapter of the Global Alliance on Media and Gender.
- Conduct the second Gender and Media Progress Study (GMPS). The 2015 GMPS brings together the Gender and Media Progress Study, Glass Ceilings in Southern African media, Gender and Advertising and Gender and tabloids. GL hopes to launch the 2015 GMPS at the 2015 SADC Gender Protocol Summit in Botswana.



GL Board Member, Emily Brown, and CEO, Colleen Lowe Morna, with the Director General of the Namibian Broadcasting Corporation and Chair of SABA, Albertus Aochamub; Secretary General Ellen Nanuses and GAMAG representative Umbi Karuaihe. Photo: NBC

Gender and Media Progress Study

Gender Links is embarking on a third regional study on Gender and Media. The 2015 Gender and Media Progress Study (GMPS) will gauge the extent of progress in achieving gender equality in and through the media since the 2008 signing of the Southern African Development Community (SADC) Protocol on Gender and Development. The protocol has a target for gender equality in and through the media by 2015. The study will therefore explore the status of gender in media content, including advertising, gender in media houses and gender in journalism and media education and training.

The 2015 GMPS is a sequel to earlier studies such as *Who talks on Radio Talk shows?*, *Gender in Advertising in Southern Africa*, *Gender in Tabloids*, *GMPS (2010)* *Glass Ceilings in Southern African Media (2009)* study and the *Gender in Media Education (GIME) 2010* audit. This new study has introduced two new areas of work, coverage of LGBTI issues and disability.

This study is significant in that it takes place at a time when civil society in SADC is taking stock of progress made since 2008 as well as working on strengthening the document post 2015. Globally, development partners are crafting the Sustainable Development Goals (SDGs) successor to the Millennium Development Goals (MDGs).

This research will serve as the 2015 media barometer and potentially a basis for taking forward the global campaign to include a stand-alone goal, with targets and indicators on gender, media and ICTs in the post 2015 Sustainable Development Goals (SDGs).

Gender parity in Namibian politics boosts gender in media training

By Emily Brown

Deputy Chair, Gender Links; Head: Department of Communication, Polytechnic of Namibia



In 2014 the media of Southern Africa focused extensively on election coverage because five SADC countries held National and Presidential elections. South Africa, Malawi, Mozambique, Botswana and Namibia's media emphasised messages from political

parties, yet not much of the coverage seemed to interrogate the performance of the signatories to the SADC Protocol on Gender and Development and the Millennium Development Goals, instruments which have deadlines in 2015.

The South West African People's Party (SWAPO), which has been Namibia's Ruling Party since Independence in 1990, announced in April 2014 during a SWAPO Party Central Committee Meeting, that the Party would opt for a 50/50 gender representation on the Party list. While the announcement brought about a fair amount of discontent amongst some of the members of the Party, former President Hifikepunye Pohamba hailed this amendment to the Party's Constitution as a long sought-after objective aimed at achieving gender balance in all structures of the Party.

In his first State of the Nation Address on 21 April 2015, Dr. Hage Geingob, President of the Republic of Namibia, started out by saying that "Gender equality is an enabler which allows all people to reach their full potential to contribute to and benefit from economic, social, cultural and political participation. It is pertinent that women have greater access to high level decision-making roles". With women now representing 48% of the National Assembly, shouldn't we in academe strive to mainstream gender in media education more proactively?

Just prior to the Elections (held on Friday 28 November 2014) journalism students in the Department of Communication at the Polytechnic of Namibia followed in the footsteps of predecessors who in 2004 and 2009 took up gender aware issue-based reporting ahead of the elections. One month prior to the elections, the students generated story ideas through conducting focus group research amongst community members. Trainers provided students with the following criteria for mainstreaming gender in content:

- Those who spoke (sources) had to be women and men from the various communities, not only officials/political leaders (mainly men, in positions of power), as is often the case in the mainstream media.
- Officials or leaders of government were sourced mainly to verify or deny the claims made by ordinary sources.
- The issues highlighted during the focus group research were those affecting the majority of the people.
- Newsworthiness shifted from events to issues (lived experiences) of the people.

When gender does not receive much attention in journalism curricula, can we expect our journalists to understand the significance of mainstreaming gender? Do we as media trainers do justice to questions of balance and fairness when gender is not addressed? If one considers that mostly male voices are heard in reportage - even though in a country like Namibia women make up 51% of the population - then we certainly have to address the issue of fairness.

In the *Glass Ceilings* study (*Glass Ceilings: Women and Men in Southern Africa Media*, 2009) - which focused on 126 media houses in SADC - it was found that we have approximately 46% women and 54% men in our media houses. What this statistic tells us is that women journalists also tend to access mostly male sources. So, it is not a given that because the journalist is female, she is gender-aware. It is only with relevant training that such awareness is brought about. And, when government has set the tone for facilitating such awareness, do we still have a reason not to provide gender-based Journalism education?



Polytechnic of Namibia third year journalism student Marina Matundu gets to the real issues in Okahandja.
Photo: Gender Links

Write about rights

By Katherine Robinson, Editor and Communications Manager



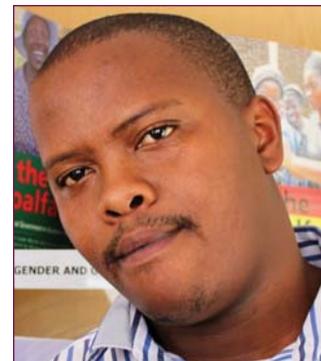
Katherine Robinson -
English Service Editor



Jose Tembe -
Portuguese Service Editor



Marie-Annick Savripène -
French Service Editor



Thandokuhle Dlamini -
Communications Officer

The *Gender Links News Service* (GLNS) is an innovative multi-media project of Gender Links to provide the media with “fresh views on every day news.” The service has its roots in the Gender and Media Baseline Study (GMBS), which showed that women's voices and gender issues are grossly under-represented in the media. The GLNS builds the capacity of both seasoned and aspiring journalists to produce gender sensitive media content in all areas of development. The service is not only multimedia and of regional (SADC) relevance but is tri-lingual, with news and opinion in English, Portuguese and French.

The English service is anchored in Johannesburg, South Africa covering news from Botswana, Lesotho, Malawi, Namibia, South Africa, Swaziland, Tanzania, Zambia and Zimbabwe. The French service is based in Mauritius which receives contributions from DRC, Madagascar, Mauritius, Seychelles, and now even outside SADC from Benin and Cote d'Ivoire. The Portuguese Service was launched in 2011 and is anchored in Maputo, aiming to carrying stories from Mozambique and Angola. This service has struggled along due to the tough media environment in Mozambique, however during 2014, after GL hired a new editor the service picked up substantially, producing and disseminating both print and radio content. All content produced by GLNS is sent out to over 5100 subscribers as well as media houses across the region for republishing, rebroadcast and also disseminated via popular social media platforms.

The GLNS as a whole forms part of the GL Communications Department anchored at GL headquarters in Johannesburg, run by Katherine Robinson and Thandokuhle Dlamini. The French Service is run by Marie-Annick Savripène, a senior journalist at “l'express”, the leading morning daily newspaper in Mauritius, while the Portuguese Service is run by Jose Tembe, a radio journalist who also works for Radio Mozambique.

As part of its mission to encourage “communication for change” and to achieve gender equality in and through media, the department has encouraged a multimedia element to the GLNS, as this not only helps the GLNS stay abreast of a rapidly changing and converging media landscape, but also ensures media practitioners outside of print are encouraged to practice gender responsive journalism. Last year saw the GLNS producing a lot more audio-visual content than the previous year when audio-visual content was primarily produced in-house. The latter half of 2014 saw GL and the GL Communications Department commence with the scoping and initial stages of migrating GL's current website to a new and improved platform and design. This is an exciting investment for the whole organisation but fundamentally impacts the Communications Department and will undoubtedly reap great benefits for GLNS viewership, reception and outreach. This section of the report reflects on the outputs of the GLNS and exciting Communications activities for the year of 2014.

Key outputs and usage of the GLNS

The GLNS in numbers					
	No. of stories	Target	No. of times used	Average usage relative to target	Usage target
English	150	120	298	4.0	3.5
French	106	80	165	2.2	
Portuguese	64	20	71	1.4	
TOTAL	320	200	534	2.7	

Cumulatively the GLNS produced 320 stories, 120 more than the target. Usage is measured in terms of how many times a story is republished or rebroadcast by various media as well as how readers use the stories i.e. for training, research or distribution to colleagues. The usage is tracked both by Meltwater News which picks up online republishing of GLNS stories across the globe; manually, whereby editors attempt to track, as far as possible, the hardcopy or broadcast usage of GLNS stories; and the optional GL website *Reasons for Viewing* form that prompts readers to share information regarding their usage of GLNS stories.

There are several challenges with tracking usage especially audio-visual content rebroadcasted on radio and print stories republished in newspapers as media houses very seldom notify GLNS editors about usage and online tracking demands that media platforms correctly credit and name the GLNS, however some often fail to do so.

From data that could be gathered, stories were used 534 times, an average of 2.7 times per target number of stories, ranging from four times in the case of the English service to 2.2 times for the French service and 1.4 times for the Portuguese Service.

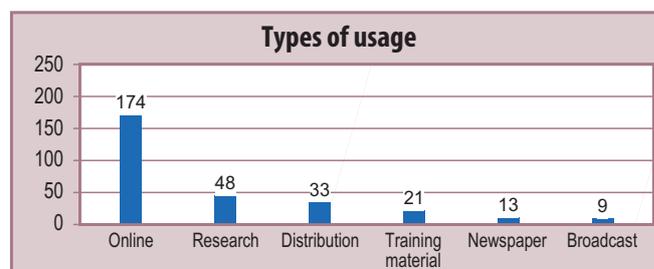


Media students monitoring the media for the 2015 Gender and Media Progress Study. Photo: Gender Links

The evidence of multiplier effects in the case of the English Service is encouraging, given that GL focused

in the past year on new young writers - content produced by student journalists as part of the Media Departments' Gender in Media Education programme, which does affect the quality of stories. The increase in audio and visual content may also have affected usage statistics as tracking of usage is far more difficult. Furthermore, after conversation with GLNS editors, there also seems to be a sense of fatigue when it comes to the gender and women's rights in the media. The 2015 Gender and Media Progress Study, to be released by GL, may verify this assumption, but also encourage media houses to ensure gender remains a primary topic in media content. The French Service has picked up, but the Portuguese Service continues to suffer from "critical mass" challenges that have led to a temporary suspension of the service in 2015. The specifics of each service are discussed in the sections that follow.

The English Service



The graph shows that for the English Service, the primary republishing occurs via other online media. However, it must be noted that tracking hardcopy republishing across the region is very difficult as some smaller Southern African newspapers are either not yet online and media houses do not notify GLNS of content usage.

Like all the services, there is greater usage during the Commission of the Status of Women (March); SADC Gender Protocol Summits (April and May) Women's Month (August) and Sixteen Days of Activism (November and December). It is also during these months that media houses across the region tend to republish GLNS articles more regularly and when

stories gain greater attention by the media seeking commentary.

According to the *Reasons for Viewing* form, the English service readers used many of the 2014 stories for research, distribution to colleagues and for training material. The comments left anonymously by readers also sheds light on the specific uses and reasons readers engage with the GLNS content, demonstrating that impact cannot only be understood through numbers and usage statistics.

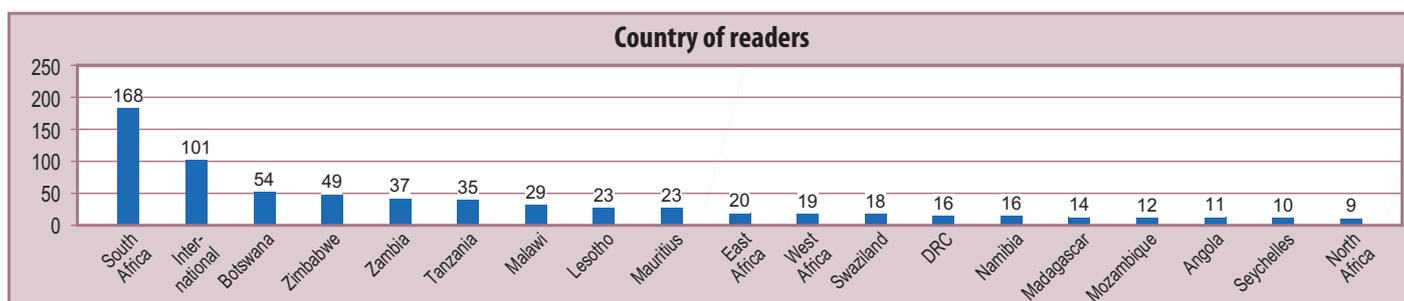
The media platforms that most consistently republish English GLNS articles are AllAfrica.com, NGO Pulse and Women24. AllAfrica.com has a massive following, with a potential viewership ranging from 1.5 million to over 7 million people.

According to AllAfrica.com, is a multi-media content service provider, systems technology developer and the largest electronic distributor of African news and information worldwide, that aggregates, produces and distributes news from across Africa to tens of millions of end users. Women24 has a varying viewership between 130 000 and 200 000 people, while NGO Pulse has over 4000 registered subscribers.

Looking at the reception of articles, the English stories for 2014 garnered 16288 reads, 1237 Facebook Likes and 413 Tweets on the GL website. However, these figures are limited to the reads and social media interaction on the website and do not include those on other media platforms, GL's Facebook page, as well as those on YouTube and Sound Cloud. These figures demonstrate a positive engagement by readers, the potential reach and awareness the stories create.

Comments left by readers

- I am a woman politician in Botswana, also the Secretary General for Women in Politics-- an organisation that brings all political women together irrespective of party lines, to discuss issues regards women in positions of decision making and power sharing. Thanks for the content.
- I am looking into studies that are well researched in the area of polygamy to critique an article in the Sunday Daily Nation as he sometimes produces misleading articles.
- I'd like to circulate the article among journalist colleagues in India so that they can gain a feminist perspective on a case that has been reported mainly in the sports pages.
- I am developing a service in celebration of International Women's Day for a Unitarian Universalist congregation in Minnesota, USA.
- We have a community radio with a women's program. We need radio material and stories on women.
- In the midst of a unit on women in literature in a senior level high school and this issue is coming up. I want to get students talking about the troubled perception of feminism.
- I am preparing for a research project that will be based in South Africa and am grateful for the information you place at the disposal of the public. It really helps to find relevant information.
- I'm a Brazilian Postgraduate student and I'm studying South African black female authorship post-apartheid.



Although we have readers from all across SADC and beyond, the majority of readers are from South Africa, Botswana, Zimbabwe and countries outside of Southern Africa as seen in the graph above.

The online tracking form also shows that women comprise 82% if readers compared to 18% men. The percentage of male readership has dropped from 2013. It still seems that gender issues tend to be of greater concern to women, highlighting the need to encourage men's engagement with gender equality.



From left: Student journalists Tariro Moyo, Lindelwe Mgodla, Tsitsi Matimati and Musavengana Hove with GLNS editor Katherine Robinson at the SADC Civil Society Forum in Harare. Photo: Gender Links

"During my four-day internship with the GLNS, I learnt a lot both in theory and in practice. Reporting at the Civil Society Forum I learnt about the many issues that affect people in the SADC region, especially in terms of gender and youth activism. I learnt the importance of mainstreaming gender in all facets of life be it media, politics, business, and religion. On a technical level, I learnt to produce, edit and upload podcasts, how to take good photos and how to be a better interviewer." - *Tariro Moyo, student journalist, Zimbabwe.*

"While working with the GLNS at the SADC Civil Society Forum in Harare, the bulk of my learning came from the podcast production. Thanks to Katherine I now have a basic foundation on how to record, sequence and edit audio clips. My learning experience was not limited to technical skills, I learnt a great deal about the role civil society actually plays in representing the needs of the people. The launch of this year's SADC Gender Protocol Barometer was great success, and it highlighted how far SADC still has to go to achieve gender equality. A sad ending to the forum, was the unwillingness of SADC civil society leaders to fight for a LGBTI equality in the region. All people have human rights which need to be protected." - *Lindelwe Mgodla, student journalist, Zimbabwe.*

"I started working with Gender Links in April 2014 at the Botswana Gender Summit and have continued to produce videos for the GLNS. Before I met GL I was never interested in gender related issues as I had not thought about the disparities between men and women. I basically assumed gender issues were only about gender based violence, but working with GL I realised there is more to gender inequality and women's rights. I began to notice that there is only a handful of men who are involved gender activism, and as a male videographer I can use my skills to engage more men, because when men begin to change their views on gender equality,

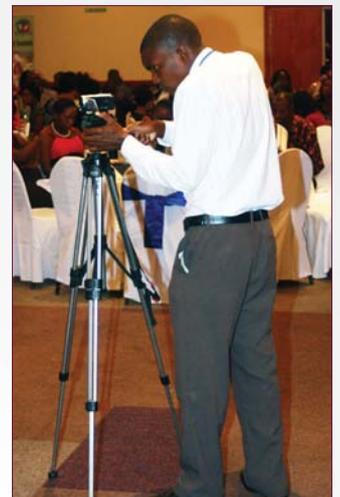


it will impact the whole community. I also learnt that reporting on gender related issues is very critical for people like me because the media can be a great tool to advance gender equality. With videography as my main media I hope to one day make a film which tackles gender inequality. I have learnt a lot and continue to learn a lot from Gender Links." - *Levi Mberego, video journalist, Botswana.*

"As a contributor to the GLNS, I have not only sharpened my writing skills but I have also had the opportunity of being published across the region. GL news is translated into languages like French and Portuguese and as a result I am becoming a recognised commentator on gender related issues. My contribution to GLNS has created a remarkable professional relationship with my editor, Katherine Robinson. It is an honour for which I am very grateful. The media plays a crucial role in shaping attitudes and perceptions of their readers, listeners and viewers. As a male journalist, I fully support gender equality and women's access to information and their freedom of expression. I will take forward the gender responsive reporting and craft stories that bring change to people's lives because journalism is not just a profession but a service to the public. Thank you GL." - *Nkosing'Phile Myeni, print journalist, Swaziland.*



"In early 2014, I was invited to cover the GL national summits at the Lusaka's Cresta Golf View Hotel. That was an eye opening opportunity to understand gender. Whilst, covering the event, I realised that there still a lot that needs to be done. We need to unite and fight off the injustices in our society, and there is need to clear understand gender and gender relations well. The GBV survivors I met and interviewed gave me the realisation that the world could be a better place to live in. Colleen Lowe Morna and the entire GL team are really great people to be around. Thank you for the knowledge and support. I'm proud to say that "I'M A GENDER ACTIVIST". I learnt on how to become objective and balance my stories. Basically, my experience was filled with joy and excitement. I now have a blog where I denounce GBV and encourage people to embrace women's rights. - *Mike Mwenda, media student, Zambia.*



Mike Mwenda @ work, Zambia summit. Photo: Gender Links



GLNS Editor Katherine Robinson oversees Namibian student journalist - Jethro Kwenani's video production at the 2014 Regional Gender Summit in Johannesburg. Photo: Gender Links

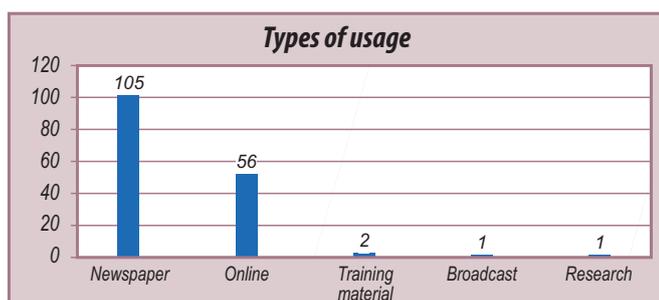
The GLNS also aims to train, build capacity and mentor aspiring journalists to not only become better reporters but media producers who are balanced, ethical and gender aware. The editor provides guidance and insight to all contributors to ensure all content produced is of a high ethical standard and interrogates social issues in interesting, inclusive and nuanced ways.

In 2014 the GLNS worked closely with the Media Department's Gender in Media Education Institutions' journalism students to produce online newsletters during the Gender Summits as well as the SADC Civil Society Forum prior to the Heads of State Summit.

In 2014, the GLNS English Service reached its highest number of male contributors (49%, compared to 34% last year). Comments from students and writers associated with the service show how GLS is growing a cadre of gender aware reporters.

The French Service

The French Service is scoring well with newspaper republishing, especially in Mauritius.



The rate of republishing is more consistent in print due to more established and fixed relationships with local print media houses. The regular newspapers that republish the French articles are *Le Quotidien* and *This Week* while the primary online media platforms that republish are AllAfrica.com, *l'express* and *Minority Voice*.

In July 2014, the Mauritius Broadcasting Corporation (MBC) started publishing some GL articles on their website. In November a newspaper in Democratic Republic of Congo named *La Référence Plus* started publishing GL's articles. A few years back, another newspaper

in DRC - *L'Observateur* published GL's French articles because one of the French authors worked there. But since she changed jobs, that newspaper stopped publishing the articles and all our attempts to find new publishers were met with demands for payment for publication. This demonstrates the countries' diverse media landscapes, and how republishing is dependent on a rapidly changing and unstable environment. For instance, at the end of 2013 the French branch of the International Press Service went under and the French service lost a regular republishing platform.

The French service garnered over 10424 reads on the GL website; 79 tweets and 1297 Facebook likes. The majority of readers who filled out the Reasons for Viewing form in 2014 are based in the Madagascar, followed by international readers - owing to the French Service's growth beyond SADC - and readers in Mauritius and DRC. Much like the English Service women constituted 72% of French readers on the GL website.

Unlike the English Service, men comprise only 30% of the French Service writers. Due to the regular and consistent submissions by journalists loyal to the French GLNS, the majority of contributors were existing, while 18% were new GLNS contributors. The majority of contributors come from Mauritius, Madagascar and DRC, however the service is growing beyond Southern Africa, by publishing stories from other French counties and also reaching out to media for republishing.

In June 2014 the service reached Côte d'Ivoire and Bénin - two other francophone countries outside of

SADC. Augustin Tapé, is a radio journalist from Côte d'Ivoire who has his own online paper - www.newsivoire.com. He not only began producing content for the service but also publishing GL's French stories on his platform.

At the end of 2014, Isabelle Otchoumare, a journalist from Bénin reached out to GL's French editor and has since started writing articles and has since started writing articles and republishing GL's articles on her blog.

Arthur Kayumba from the DRC remains committed to writing for GLNS but aims to start his own online platform media platform to republish more of GL's articles.



Newsivoire's website.

Google

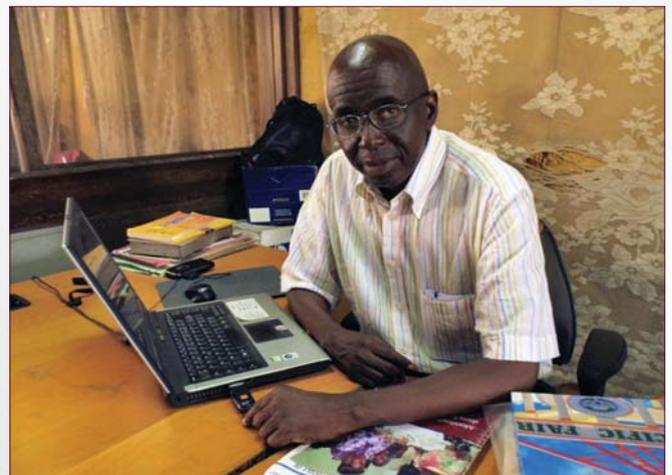
"It was a great pleasure to have discovered Gender Links whose regular information service is very interesting and covers the news in that region from a gender perspective. I also appreciate the great collaboration with the Francophone editor who succeeds in guiding me on the gender perspectives and who shows a great deal of professionalism. I share my articles and those of other GLNS authors on my Facebook page and on my online paper and I get quite a number of clicks as you will see when you visit my site News Ivoire | Actualités"- *Augustin Tapé, journalist and publisher, Côte d'Ivoire.*



"My collaboration with GL has encouraged me to specialise in gender issues and I now have a better understanding of all the legal instruments concerning gender in Bénin, and more knowledge of the NGOs and associations which work to advance of gender equality. I may be new to Gender Links but I have noted that since I started publishing GL's stories on my blog, the number of readers is higher. I can say without a doubt

that my collaboration with Gender Links is a very rich experience."- *Isabelle Otchoumare, journalist, Bénin.*

"I have to admit that all my knowledge on gender started with collaboration with UCOFEM and Gender Links. Even though I write on gender at acpcongo.net, I wanted to further promote the status of women and to defend women's rights. This is how my blog www.babibi.net took shape. I decided that I wanted to inform women and men about democracy, governance and the importance of gender equality in these spheres. I'll also use that blog to expose all forms of discrimination against women and girls to promote gender equality and the 50/50 campaign."- *Arthur Kayumba, journalist, DRC.*



Arthur Kayumba uses his blog to expose all forms of discrimination against women and girls. Photo: Gender Links

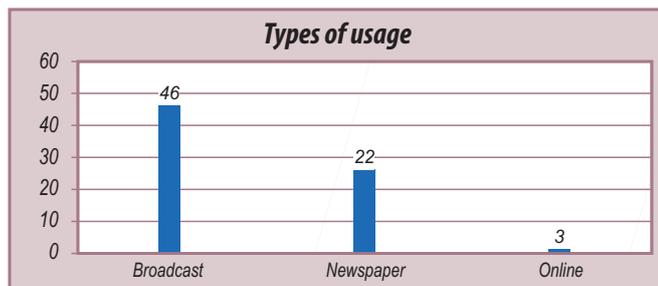
The Portuguese Service

It has been an up and down road for the Portuguese Service, since its launch in 2011. In 2014 the service bounced back after the hiring of new Portuguese GLNS editor and radio journalist - Jose Tembe, in March 2014.



"I took up the job of GLNS Portuguese editor in March 2014 and I was trained by a team of Gender Links' professionals - Alice Banze, Katherine Robinson and Thandokuhle Dlamini. In the beginning, managing all the different tasks was quite tough, but after a lot of practice I got the hang of it and started to enjoy it. Being editor was a challenging experience. I had to attract journalists to produce gender related stories. Some journalists were more interested in money, but I managed to find other journalists to contribute in order to boost their professional careers and for the sake of informing and educating fellow citizens. I also worked with many student journalists during the year, especially during the elections when

we produced a gender and elections newsletter. I found that most of the journalists I worked with were not gender-aware in their reporting and production of stories, so I had to coach them to ensure their stories were balanced and gender responsive. The service produced mainly print and radio stories, as TV journalists were reluctant to contribute, because most of them did not own their own equipment and software for video production. The stories ranged from gender violence to gender in leadership, health, climate change, business and art. I found my job as editor enlightening, challenging, interesting, and a source of new skills and knowledge for reporting on gender and women's rights." - *Jose Tembe, Mozambique.*



Unlike the English and French Services, the Portuguese service garners very little online republishing, probably because most media houses in Mozambique do not yet have online platforms. Republishing in Mozambique still remains a major challenge partly due to limited space in local papers, as well as many

editors preferring to use original in-house material and media houses wanting exclusive rights to the content. The main media houses that used the GLNS content were Radio Mozambique, Magazine Independente, Radio Cidade and Jornal Debate.

The stories garnered 3982 reads, 217 Facebook likes and 35 tweets, from the GL website - this does not include social media engagement on Sound Cloud and other media platforms republishing the content. The majority of the website readers come from Mozambique, Angola and international countries beyond SADC. The Portuguese Service demonstrates greater gender parity than the others, with 50% male journalists and 53% male readers.



"Working with Gender Links in 2014 was a positive experience. I was extremely happy to see my articles published on the GLNS website. I also came to the understanding that writing and talking about gender is not solely about women. The training offered to journalists by GL staff in Maputo and elsewhere in the country was of paramount importance. These training sessions empowered my colleagues and I to write and produce gender-responsive news and opinion. This was also key to improving my performance and writing experience. The editor I worked with was patient coached me accordingly. Thanks you GL, for the orientation and training over the past year." - *Lapssia Mathe, writer, Mozambique.*

"I wish I had met Gender Links sooner! However, the few months that I have collaborated with the GLNS have been very fruitful. I have a far better understanding of women's daily life in Mozambique. I had the opportunity of speaking directly to women sources about gender in the country. The stories I produced for the GLNS were also used by Radio Mozambique (my place of work). I hope to continue working with Gender Links and that they will provide more gender training." - *Bernardo Selemene, radio journalist, Mozambique.*



Special series and GLNS newsletters

In addition to the GLNS's on-going production and dissemination, the GLNS offers a number of special series providing coverage of important dates and events throughout the year. In 2014 the GLNS sent out 40 online newsletters generally consisting of nine multimedia stories from across Southern Africa. Most newsletters were produced in all three languages. Gender Links attends and participates in the annual United Nations Commission on the Status of Women (CSW) held in New York. The GLNS covered the CSW58 events in an online daily e-Newsletter providing multimedia news and opinion in French and English.

During April and May- the Gender Summit season - working with student journalists and media lecturers across the region GLNS produced 11 newsletters which provided extensive coverage of the national and regional SADC Gender Protocol@ Work Summits. For the second year, the GLNS hosted the *Phenomenal Fathers* special series in June, which celebrated active fathers and men who stand as role models for achieving gender equality. The pieces also allowed contributors to pay tribute to their fathers and the important men in their lives.



Media team during the 2014 regional summit.

Photo: Gender Links

In July 2014, the SADC Heads of State Summit took place in Harare Zimbabwe. In the run up to this annual gathering, working with student journalists, the GLNS provided extensive coverage of the parallel meetings relating to topical gender issues. The GLNS worked with student journalists to produce three daily multimedia newsletters.

During Women's Month in August, the GLNS produced four Roadmap to Equality newsletters which focussed on women's issues and how far society has come in achieving gender equality. In September and October, Pride month in South Africa, GLNS produced more stories on LGBTIAQ rights. The English Service interviewed and produced podcasts that profiled youth activists from SADC who were visiting Gay and Lesbian Memory in Action (GALA) in South Africa for capacity building in activism. One of the podcasts was republished on PinkNews.com - an international media platform that focuses on gay rights in the UK.

Each year a series of opinion, commentary and news is produced for the Sixteen Days of Activism against gender violence running from 25 November (International Day of No Violence Against Women) to 10 December (Human Rights Day). GLNS published themed stories and "I" Stories every weekday during the period. A total of 12 newsletters were sent out for the campaign and the stories garnered increased social media attention and republishing during this period. The GLNS also hosted two Google Hangout (video conferences) during Sixteen Days, one focusing on femicide while the other discussed GBV, homophobia and transphobia.



"Working with the GLNS during the Sixteen Days of Activism Campaign was an incredible experience and participating in the Google Hangout session on femicide hosted by the GLNS was really exciting. The articles I wrote were circulated on social media by activists from Mexico, the USA and the United Kingdom, who expressed interest in collaborating on gender activism. Through my work with Gender Links, I learned a lot about the state of gender equality in Southern Africa and the multiple factors that contribute to the status of women in the

region. Conducting research on femicide, a crime that was repeatedly reported in mainstream media as "passion killing" showed how the media consistently down plays the gravity of violence against women. Mainstream media often sensationalises stories, women are often sexualised and represented in stereotypical ways. The media's failure to report fairly and accurately on issues relating to women and their lives highlights the continued need for gender responsive journalism. I am so grateful for the opportunity to work with Gender Links." -Barbara Mhangami-Ruwende, gender activist and writer, USA.

Multimedia and audio-visual content production



Botswana Program Assistant Vincent Galatlhwe taking video during the workshop with Botswana Christian Council. Photo: Roos van Dorp

In 2014, the GLNS produced a lot more audio and visual content than in previous years-26 vodcasts and 50 podcasts. Although the majority of the video and audio stories are produced in-house by the English and Portuguese GLNS, a lot more journalists are contributing stories in audio-visual formats, and the French Service is gradually moving in the multimedia direction.

However, the challenge across the services is that freelance and aspiring journalists do not own their own audio-visual production equipment, and as mentioned the usage of such stories is more difficult to track. Nonetheless, the GLNS is pressing on with multi-media content production and will attempt to give more support to journalists who specialise in these mediums in order to keep up with new media trends. Furthermore, in order to ensure all journalists are gender responsive the GLNS must reach out to and provide a platform for all media practitioners.

The Communications Department in collaboration with GL's Justice Department produced a pilot infographic on gender based violence, and hopes with more funding to produce and roll out a multi-lingual series of infographics on gender violence, which help people better understand different forms of GBV, what drives it and what they can do to help fight for gender equality.

Website migration

In late 2014 GL decided to upgrade the GL website as the current content management system is outdated and is no longer supported, resulting in downtime, which negatively affects GL's work across all departments. The new website will most definitely

improve the accessibility, engagement and impact of GL's work, but especially that of the Communication Department and the GLNS. Not only will the new design and structure improve user experience, but will also aid GL in far more efficient, effective uploading and dissemination of information. For instance audio-visual content will be better integrated into the system and viewers will engage on the GL website as opposed to being linked to Youtube and Sound Cloud; how people engage with content can be more easily monitored and tracked; newsletters will be more customisable and easily disseminated potentially allowing GL to save money by discontinuing the outsourcing of E-mail service providers; the photo gallery search engine will be improved; there is greater capacity for a video gallery to be integrated; and parts of the website may require user subscription fees- the latter three especially important income generating and cost saving innovations.



Challenges

- Getting well-written, timely, newsy and thought-provoking articles. Balancing quantity over quality - for instance during the Gender Summit season, there is high rate of content production, but the stories are of a lower quality which effects the usage potential. Although GL achieves its mission by reaching out to student journalists, because they are still learning the stories are less publishable. Thus where there are gains in outreach, there may be losses in dissemination and viewership.
- Especially for the English Service, retaining regular contributors remains a challenge. In some cases, journalists place priority on payment for contributions. Most contributors also do not own video and audio production equipment and so it is difficult to ensure more audio-voice material is produced.

- In a changing media environment and profit-driven landscape, republishing remains a challenge, despite the new Meltwater tracking system in place. Furthermore, although the GLNS is breaking new ground by producing more podcasts and vodcasts, this seems to negatively affect the republishing potential of the stories. (The Portuguese editor was in a good position to track this as he worked for and was closely connected to the radio stations in Mozambique.) In addition it is almost impossible to track rebroadcast of radio and video stories. Media houses often use content without notification and in some cases forget to credit the GLNS which skews tracking.
- Starting an internship programme for young journalists is a struggle as most media schools have existing agreements with media houses. Furthermore, funding for remuneration is a problem especially in the current donor climate and limited funding for intern programmes.
- The Portuguese Service struggles to meet the usage targets as it has not yet managed to grow beyond Mozambique, which has a limited number of print outlets. This played an important part in prompting the service to go multi-media, but GL has not had the budget or person power to grow and market these products in Mozambique and beyond. GL has also struggled to retain bilingual editors on a shoe string budget. With Tembe stepping down to further his studies this year, and while GL fund raises in Mozambique, the service will be temporarily put on hold in 2015.
- Encourage sustained contribution from trusted and regular contributors. The English services must improve weekly content production and should not rely on busy special series periods for content.
- Kick start an internship programme for student multimedia journalists in the hope to build a fully-fledged GL newsroom that produces higher quality multimedia content on a more consistent and regular basis.
- If funding allows it would be useful for each GL country office to have at least one set of audio and visual recording equipment, as well as one PC with editing software. This would encourage aspiring journalists to produce audio visual content and to file their stories at the GL offices.
- For cost recovery and sustainability of this important programme the GLNS hopes that the new website will better accommodate visual material archiving and the photo shop as selling audio-visual could help generate income. With a better E-shop on the website, the GLNS could market photos and video footage from all over the region which could be sold to various institutions, companies and/or individuals seeking audio-visual material. In the coming year, GLNS should look into approaching corporate and private media to see if they need specific types of gender-related content and if they would pay us to produce this content. The GLNS also hopes to work with GL Services to market the communications manual and accompanied by training as a source of income as well as to work with the Justice Department to produce infographics which could also be sold to various organisations for training.

Next steps

- The services must focus on quality over quantity to ensure much greater republishing and stories that have more potential to stimulate change in SADC communities.
- Strengthening the link between GLNS and the Centres of Excellence for Gender in the media as well as nurturing relationships with mainstream media and editors across the region. This is especially important now with the GLNS producing more audio-visual material. In order for these stories to get picked up by media houses, the GLNS must ensure they meet media houses' broadcast standards.



Wezzie Nyirongo of Capital Radio interviewing a school girl.

Photo: Kondwani Chamwala

Gender and Media Diversity Centre

By Tarisai Nyamweda, Senior Media Programme Officer and GMDC Coordinator



University of Botswana media students participating in a gender and media workshop.

Photo: Keitsemanang

FACT FILE

Programme	GMDC																
No of Centres of Excellence	Country	Ang	Bots	DRC	Les	Mada	Mal	Maur	Moz	Nam	SA	Sey	Swa	Tan	Zam	Zim	Total
No			1	1			2	1	1	1	1			1		1	10
No of events during the year	Country	Ang	Bots	DRC	Les	Mada	Mal	Maur	Moz	Nam	SA	Sey	Swa	Tan	Zam	Zim	Total
No			2	1	1	1	1	1	2	2	3		1	2			18
No of participants	MALE					FEMALE					TOTAL						
	77					85					162						
Outputs	Reports			Action plans			Books			DVDs			Pamphlets/posters				
	8			0			0			0			0				
Outreach	Website hits		Contacts generated			Media mentions			Other events attended			No of MOUS with partners					
How rated by partners in evaluations - average scores	Content	Design	Documen-tation	Facili-tation	Group work	Outputs	Outcomes	Learning	Networking	Admin	Overall						
	79	85	85	84	68	81	55	85	66	74	78						



Tarisai Nyamweda

Synopsis

This report covers the work of the Gender and Media Diversity Centre (GMDC) in 2014. The centre continues to be a strong coalition of gender and media institutions; gender activists; media activists; media academics; journalists; media students; the media; national, regional and international organisations. It continues to create diverse, responsive and analytical media cadres. The GMDC does this through three strategies: knowledge creation and dissemination; investing in future media producers and through public debates on issues of gender, media and diversity. As it continues to reposition itself, the GMDC is now an integral part of the overarching Gender Links (GL) media programme.

The GMDC aims to:

- Contribute to the SADC Gender Protocol targets of gender equality in the media through embedding gender in journalism and media training.
- Contribute to more gender aware and sensitive journalism and media training institutions through rolling out the COE project to institutions of higher learning.
- Promote critical, analytical, diverse and gender aware journalism cadres.
- Promote and steer debate and dialogue on fundamental gender and media issues arising in the region.
- Provide resources that make the relevant links between media theory and practice.
- Revive the gender and media movement in Southern Africa.
- Contribute to the Global Alliance on Media and Gender (GAMAG).

Objectives



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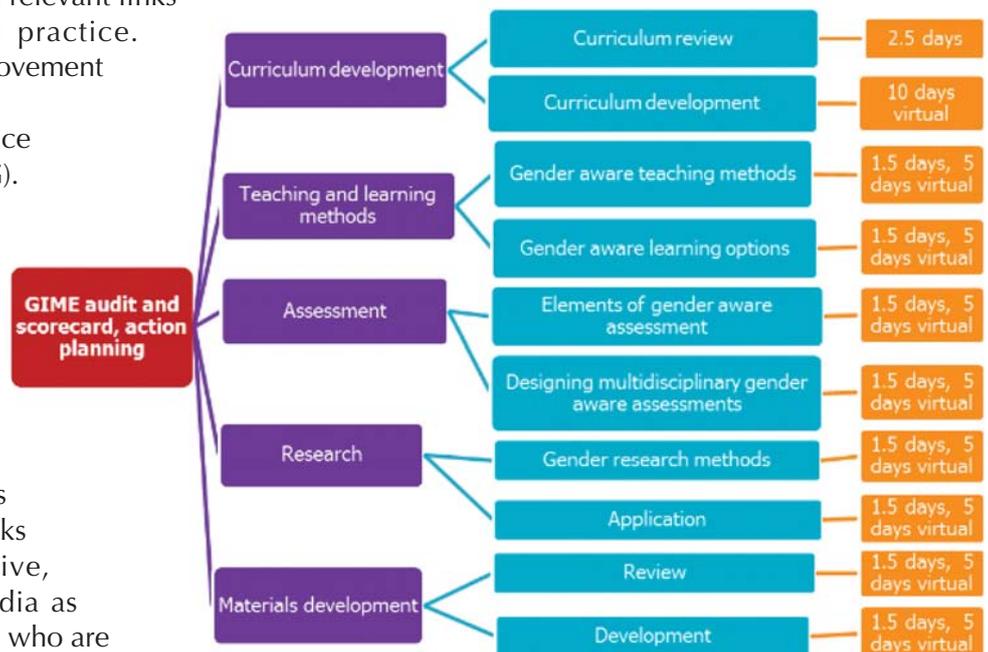
How the GMDC works

The GMDC is a GL partnership project working with like-minded media institutions; media training institutions; media trainers; media development NGOs and media researchers among others. This alliance works to create “a more representative, responsive and professional media as well as citizens, women and men, who are

empowered to critically engage with developmental issues.” The Centre achieves this through creation, collection, connection and dissemination of existing knowledge and resources, as well as collaborating on new research and exchanges. It hosts two advisory group meetings every year to discuss its governance and possible areas of work. The GMDC has previously been involved in projects like, media literacy, GL Opinion and Commentary, internship programme amongst other. Its major project is now the Gender in Media Education (GIME) Centres of Excellence (COE) process that is trying to rectify the existing disparities in media training institutions and present a better informed and more systematic approach to gender mainstreaming which includes working with management, training personnel as well as students. The GMDC acknowledges that reaching and transforming journalism and media studies students while they are still in training is a more effective strategy in achieving the media targets of the SADC Protocol on Gender and Development.

The COE process

The GMDC through its partners in institutions of higher learning conceptualised the idea of Gender in Media Education (GIME) Centres of Excellence (COE). This process is informed by the innovative GIME audit (2010), which revealed gender discrepancies that exist in journalism and media training institutions. The GIME COE process is based on the GIME findings. GL is offering media training institutions a modularised gender-mainstreaming package that draws from the 2010 GIME audit. This research pointed to the need for a more systematic approach to gender mainstreaming with includes working with management, training personnel as well as students.



The GMDC is proposing a flexible intervention that will take into account context specific needs and possibilities thereby offering adaptability to the situation on the ground, existing interventions and progress made in gender mainstreaming. This project is aware that media training institutions are at different stages of gender mainstreaming. To kick start the process - five of institutions of higher learning have completed the GIME scorecards and action plans reflecting which modules they will take up.

Links News Service (GLNS) producing online newsletters at the 2014 country and regional SADC Gender Protocol summits. This has empowered young journalists in training to report from a gender perspective. Twelve summit online newsletters were produced with all the stories written by student journalists most based on the summit and presentations. The student journalists came from institutions that the GMDC has been working with in Botswana, DRC, Lesotho, Madagascar, Malawi, Mauritius, Mozambique, Namibia, Swaziland, Tanzania and Zambia. Wezzie Nungu a students from the University of Malawi, The Polytechnic shares her experience:



“GMDC has empowered our aspiring new journalists to face the challenges of applying the 'gender lens' to all the work that they do. The work it continues to do with our students will ensure in future we will have more analytical, responsive and professional journalists who will contribute to enhancing a fairer, more balanced, media in Botswana”. - *Richard Rooney, Head of Media Studies Department, University of Botswana*

“I came to know about Gender Links through my lecturer in varsity. The national and regional summits were first of that kind for me to attend. Covering the summits as a student journalist was initially nerve wrecking considering I was just a month out of college. I learnt on the job news reporting and writing. I had to be quick on my mind and feet, come up with comprehensible news ideas, and deliver the stories as the event unfolded. The regional summit brought together participants and media students from across SADC. The various languages - Bantu, French, Portuguese, and English - meant networking and improved interpersonal communication skills. I made new friends some from whom I learnt a lot in terms of academics, culture and media skills. Not to mention the basics on promoting girls' and women's rights in our societies. I now work with organizations (Plan International, Timveni, and National Girls Education Network) that promote the rights of girls thus eventually creating a society of women that are empowered.” *Wezzie Nungu, University of Malawi.*

Summit

The GMDC provides journalism and media students' practical training opportunities, through the Gender

Governance

Representatives from academic institutions and Gender and Media networks met in May 2014 to share their expectations of the GMDC and devise better ways of engagement.

The meeting discussed several issues regarding the role of both the GMDC and its key stakeholders to ensure there is continued engagement. One of the key issues discussed concerned the governance of the GMDC.

The members of the GMDC formed an interim committee that consists of six members, one from each category of partners. It helps to review progress,



Madube Pasi Siyauya, Albert Ngosa, Virginia Muwanigwa, Sikhonzile Ndlovu and Gladness Munuo at aGMDC Consultative Meeting in Johannesburg, South Africa. Photo: Colleen Lowe Morna

provide guidance, quality assurance and ensure that the Centre is adequately populated with relevant and up to date information and materials. Above all, it will ensure the GMDC continues to contribute immensely to gender and media in the region. Although the committee has not done much up to date it is hoped that in the coming year it will begin to be more active. Other key topics of discussion included, seminars and internships. The GMDC issued a press release on gender, media and the post 2015 agenda submitted to the Global Alliance on Media and Gender (GAMAG).

Gender media and elections

GL, in collaboration with GIME COEs offered training on gender, media and elections in countries that held local government and national elections in 2014. This training was followed by a field trip to gather stories published in an online newsletter. GL distributed the news to subscribers via list serves, on social media as well as country media for republishing. At the end of the training, students were equipped on knowledge and skills on how to cover election with gender eye. The results of the training are seen in the articles they produced.

Country	Institution of Higher Learning	Participants	
		Female	Male
Botswana	University of Botswana	16	12
Mozambique	University Eduardo Mondlane	20	13
Namibia	Polytechnic of Namibia	4	8
Tanzania	University of Dar es Salaam	12	8



Zuhura Selemani is a journalism lecturer at the University of Dar es Salaam.
Photo: Google Images

“The participation of students in the training was interesting as they attended and participated from day one to the last day. Again, some of the students were already attached to some news media houses for their practices on writing news and articles; but this training added value to them on gender knowledge compared to what they knew before. They were not aware of different conventions and protocols on women's rights such as the Maputo Protocol, the SADC protocol, the AU Declarations, CEDAW, and the Beijing Declaration.

Therefore, during training, students were introduced to the protocols and conventions and tasked to imply one or two of them in their articles. There is a need to engage more students from SJMC in gender related studies. Training on gender will benefit more students to develop their knowledge and skills on gender and the media. It is recommended that more students from SJMC to participate in GL events such as the Summit because during big events students will be

exposed to professional journalists and other potential professions in gender.” Zuhura Selemani- lecturer, University of Dar es Salaam Tanzania

“In October 2014 my colleague, Fiona Letshapa, and I covered and reported on the Botswana general elections. It was my first time for both us to cover such a national event and it was very exciting and a huge learning experience especially meeting high profile people and even the general public. In the process I also put into practice what we had learnt from the workshop. I had a wonderful time meeting with other journalists from around the country during the press releases. More to all that, covering the event opened me up to the truths of how we need more women to join our parliament and councils as we also need to hear their voice because they have a lot to offer for our country.” Levi Mberego, University of Botswana student.



Levi Mberego.

<https://levimberego.wordpress.com/about/>

Media alerts and highlights

The GMDC issues news alerts and highlights at least twice a week on trending news topics directing audiences to what is hot in the news. A short comment is given and a link to where the article has been produced online is given. It helps to stimulate debate and provoke thoughts on what is happening around us.

Seminars

The GMDC has started to realise its goal of decentralising the seminars. Its partners are taking full ownership of these and are proving to be better placed as knowledge hubs within their different contexts.

University of Limpopo leads gender and media debates

The Department of Media, Communications and Information Studies at the University of Limpopo introduced a Gender in Media Studies course in 2014 offered to 2nd year students. The course was inspired by the work of Gender Links including media literacy training, Gender in Media Education and the Media COE project. The department incorporated gender in the existing curricula. After a series of engagements with GL and other stakeholders the department decided to introduce a stand-alone gender course and seminars that would assist students to gain a much better understanding of gender at entry level of journalism.

As part of extramural activities students who are enrolled for this course nominate a gender task team yearly to facilitate an interactive and fun learning environment through organising seminars, peer learning and sharing sessions and debates on gender. The team organised a total of four gender seminars in 2014. These seminars add to the GMDC vision of creating a platform to discuss and engage with issues that advance gender equality in the region and beyond.



Madikana Matjila assistant lecturer.

Photo: Tarisai Nyamweda

Topics included:

- Portrayal and gays lesbians in the local soapies (Generations, Muvhango, after 9)
- Gender in investigative journalism
- The naked truth: Sexual advances in academia
- Sexual harassment in universities (part of GIME)

Results

The GIME project aims to have at least seven media training institutions become COE's; establish baselines through a score card and a questionnaire. It also sought to have at least two media training institutions complete elections training and produce four election newsletters through the GLNS. Major achievements include:

- Nine training institutions with gender mainstreamed into teaching curriculum and assessments.
- Baseline data on gender mainstreaming for 5 training institutions. The data collected was from a repre-

sentative sample of people in the journalism and media students departments and at different levels these included; Head of department; One senior staff member; Staff member; Technical staff; Six students (three female and three male representing different levels of study).

- Five entries for the SADC Gender Protocol @ Work summit and awards.
- Four reports on gender elections and media training workshops.
- Three election newsletters.

Malawian journalist walks the talk

Dyson Mthawanji is an intern at Nation Publications Limited and a student at the University of, Malawi, The Polytechnic. He is an innovative young man who is committed to going forward in discussing gender issues using the media as a tool to drive change. Mthawanji knew of GL through one of his lecturers Dr. Francis Chikunkhuzeni who used the GL website as an example of how new media is being used to spread news to the whole world. He also involved in 16 days of activism and contributed through the cyber dialogues.



Dyson Mthawanji

“The most memorable thing I have learnt with GL is to realise that men are also championing gender equality. In the past when I heard about gender equality I thought it was a fight by women especially in the media. The most vocal voices were women for example Emma Kaliya and others but then when I started interacting with GL I realised that they are some men involved,” said Mthawanji.

Mthawanji took his first trip by air to a foreign country to attend the SADC Gender Protocol@Work Summit in South Africa in 2013 where he won the prize for best student writer. The experience resulted in him running a column titled Gender Walk at his university. “I talk about gender equality issues but in connection with the situation on campus. We had student union elections for example one column focused on our student union constitution, how it is structured which guides our affairs and us in elections. I challenged it to change some of their policies. Over the years I have been at the University, I have not seen a female student competing to be president,” he noted. Through this column, Mthawanji has sharpened his writing

skills and created a platform for debate and discussion amongst the youth at his school. This has also helped him advance his understanding and appreciation of gender issues. “The column is a popular tool. At first when I started it when I commented about something it would be as if I am on the side of women. Therefore, people would go on our

Facebook page and say nasty things like why I am on the side of women. However, with time it does not receive a lot of criticism male students have realised times have changed and we need to treat each other equally. I have been promoting gender equality and I have overcome gender inequality through my column.

“With most of the people at the newsroom or at school when there is a workshop whose target is to overcome GBV they always push me to go which is an indication that they know about my gender activism. I remember at school we had a gender assignment people came to me for assistance they not only passed but they were informed. Even people in my village know about gender because I travelled to SA because of it.

“GL has changed my view on women,” he reflected. “Women should have a space to contribute on issues of national importance and doing businesses. Since I started interacting with GL I am gender aware in my stories. I try to bring that element of enlightenment. With the knowledge I have I tell audiences that women can be on top. ”

Next steps

- The Gender in Media Education (GIME) baseline study is being repeated in 2015 as part of the Gender in Media Progress Study.
- This will be used to strengthen the flexible and modularised Gender in Media Education Centres of Excellence for Gender in the Media (GIME).
- This will also be more closely tied to the GLNS and its special projects.



Focus on the future.

Photo: Zotonantenaina Razanandrateta

Gender Justice

By Linda Musariri, Gender Justice Manager



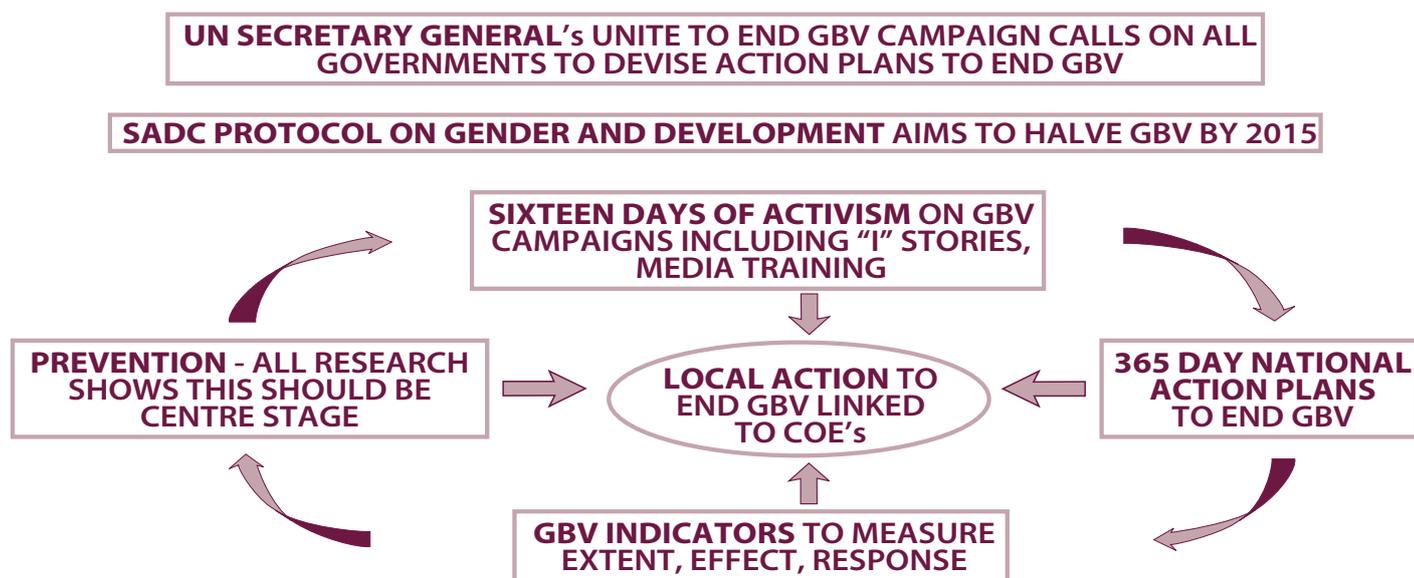
Marching for gender justice.

Photo: Gender Links

FACT FILE

Programme	Justice																
Sub programmes	GBV Indicators Research																
No of events during the year	Country	Ang	Bots	DRC	Les	Mada	Mal	Maur	Moz	Nam	SA	Sey	Swa	Tan	Zam	Zim	Total
	No		3		2			9			5				1	5	25
No of participants	MALE					FEMALE					TOTAL						
	77					85					162						
How rated by partners in evaluations - average scores	Content	Design	Documentation	Facilitation	Group work	Outputs	Outcomes	Learning	Networking	Admin	Overall						
	59%		61%	54%	52%	56%	62%	67%	66%	64%	59%						
Outputs	Reports		Action plans			Books		DVDs		Pamphlets/posters							
	8		0			0		0		0							
Outreach	Website hits	Contacts generated			Media mentions			Other events attended			No of MOUS with partners						
	246							6			1						
Outcomes - summarise	Contribution to the SADC Gender Protocol target of halving gender violence by 2015 through a comprehensive set of indicators tested in six countries, illustrated through personal accounts.																
Main risks	<ul style="list-style-type: none"> Partnerships dynamics can have negative impact on project success. Unstable political environments can hinder progress 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	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 Zambia 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.																

Conceptual model



As illustrated in the conceptual model GL brings together global, national and local actions to end GBV in a holistic, multi-sector approach. With its strong media and communications background, GL began work in the gender justice arena by 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 line with its ToC to influence change at a policy level, in the public sphere, GL began working with countries in the SADC region to extend the Sixteen Days to a 365 Day National Action Plan strategy to end gender violence.

Since 2006 GL has worked with nine governments in developing National Action Plans to End Gender Violence (NAPs). NAPs are blueprints or frameworks that provide for comprehensive, multi-sector, and sustained actions for addressing VAW at country level. The NAPs allow all sectors to co-ordinate and systematise actions and building on initiatives so that approaches remain adaptive and responsive for the specified time frames. The model NAP framework outlines the scope of the GBV problem within a country, identifies the structural causes and drivers and sets actions to address the problem through actions in the area of legal reform, provision of services, prevention as well as co-ordination, monitoring and evaluation approaches. For each of the actions or interventions responsibility for championing is allocated to either a lead government department or organisation. NAPs involve drafting actions in consultation the different stakeholders to ensure effective implementation. The development

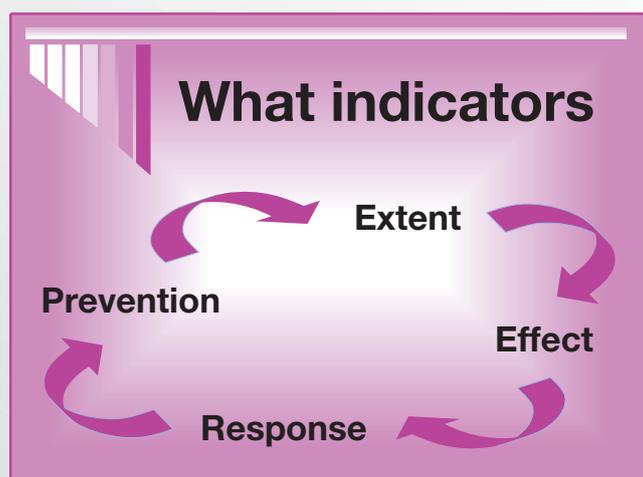
of NAPs received added impetus through the launch of UN Secretary General's UNiTe to end GBV campaign, and the adoption of the SADC Protocol on Gender and Development (SGP) in 2008. The adoption and implementation of multi sector NAPs is one of the five key expected outcomes of the UN Secretary General's UNiTe to end GBV campaign which is being run until 2015. The SADC Protocol obliges Member States to adopt integrated approaches, including institutional cross sector structures, with the aim of reducing current levels of gender based violence, by half by 2015.

At the community level, GL has linked its governance and justice work through flagship programmes for ending GBV through 300 Centres of Excellence for gender in local government that bring together research, policy and practice in a unique on-the-job capacity-building project that is continuously monitored for its impact. Good practices are gathered and shared at the SADC Gender Protocol Summit. Situating GBV work within the broader SADC framework of halving gender violence by 2015, GL faced the challenge of how to measure progress, when there is so little valid data on actual levels of GBV. In 2010, GL successfully piloted a comprehensive set of indicators for measuring gender violence that involves a prevalence survey, better use of administrative data, media and discourse analysis, and qualitative tools. GL has worked with governments in Botswana, Lesotho, Mauritius, South Africa, Zambia and Zimbabwe to conduct household surveys to establish the prevalence of GBV. The "I" stories are analysed and used to expand on and triangulate the findings of the prevalence study.

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 moni-

toring 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 Zambia.

Strengthening the methodology



As part of the Sixteen Days of Activism, Gender Links and UNICEF convened a one and half day *Critical Thinking Forum* on measuring GBV from the 2nd to the 3rd of December 2014. The forum brought

together a broad range of experts to review methodologies for measuring GBV in the SADC region, and the underlying drivers, including childhood experiences of violence. The meeting revisited the methodologies used in conducting Violence against Women Baseline studies in six SADC countries. The meeting took place against the backdrop of a regional campaign to strengthen indicators in the post 2015 global agenda and in the SADC Protocol on Gender and Development (SGP) that will be reviewed in 2015. Two key concerns regard sampling, and expanding the methodology to cover Gender Based Violence, not just Violence Against Women. The need to revisit and refine the methodology has been prompted by Botswana's desire to cascade the research to district level and make it a GBV study, as well as the new interest from Seychelles (see later section).

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 all the six countries where the research was conducted. These stories were published on the GL website during the 16 Days Campaign.

Participants in the GBV Indicator	Females	Males	Total
Botswana	639	590	1229
Lesotho	1777	1590	3367
Mauritius	679	678	1357
Zambia pilot study	578	719	1297
Zambia national study	3963	3639	7602
Four provinces of South Africa	2800	2821	5621
Zimbabwe	4507	3847	8354
Total	14943	13884	28827
	52%	48%	100%

The table shows that a total of 28 827 people have participated in the research: 52% women. With 8354 respondents, Zimbabwe had the highest sample, enabling the country to draw data for each of its ten provinces, in addition to the national survey.

Key activities



Gender justice manager Linda Musariri at the GBV Indicators Round Table meeting during the 2014 Summit. Photo: Mukayi Makaya

To date, GL has completed the VAW Baseline Study in six countries. During the 2014 SADC Protocol@ Work summit GL convened a high level round table meeting attended by gender ministers from Mauritius and Lesotho to take stock and map a way forward. The meeting demonstrated the extent to which the VAW Baseline studies have politicised the issue of GBV in the region and placed it under the media spotlight. Although linking the research to national action plans is not a linear process, it is a key strategic long term goal that is gaining momentum in all countries.

In the past year GL cascaded the research to two more countries Lesotho and Zambia. GL is working towards launching both reports between April and May 2015. In 2014 GL launched the Western Cape and KwaZulu Natal (KZN) reports in September and November respectively. In December 2014, GL convened an expert group meeting to review and refine the methodology. Currently GL is preparing to take the research to Seychelles and Botswana piloting the revised and refined questionnaire that not only looks at VAW but violence against men as well.

Following a recommendation from the Zimbabwe reference group, GL continues to analyse the “I” stories in relation to the findings of the prevalence/attitude survey. This has formed part of GL's in-depth analysis of quali-

tative research over the last year, enabling GL to target these accounts more effectively in the reports and in the advocacy. Findings from the “I” stories show a general trend similar to survey results where emotional abuse is the most dominant form of abuse yet largely under reported and unrecognised. GL has put “I” stories on the website. The GBV Indicators project section of the website received over 246 hits during the period under review.

Outreach

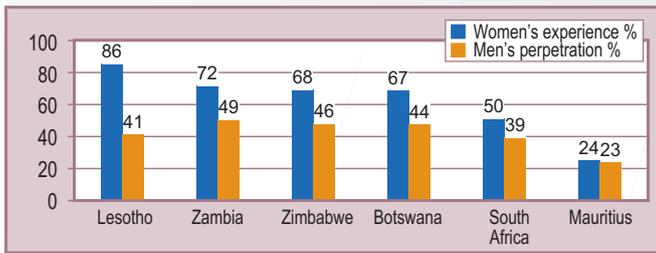
GL embarked on a successful multimedia campaign using during the Sixteen Days of Activism to publicise the findings of the VAW Baseline Study. GL ran this campaign through the 360 councils it is working with under the banner, “End Violence, Empower Women!” In Zimbabwe, the English pamphlets were translated into Shona and Ndebele and widely distributed during the campaign. In Lesotho the pamphlet was translated into Sesotho and in South Africa into Afrikaans and IsiZulu. GL produced an infographic on GBV that has been uploaded on the GL website and on YouTube. GL has been making presentations on the findings at key stakeholder meetings in all the countries. During the 16 Days GL held business breakfast meetings in South Africa, Botswana and Zimbabwe attended by more than 90 participants. The aim of these meetings was to disseminate the findings from the study with the aim of bringing the private sector on board to render financial and non-financial support to survivors of violence. GL also held two google hangouts one focusing on economic justice and the other on femicide as well as four cyber dialogues during the 16 Days campaign. During the same period, GL published stories related to GBV from across the region in English French and Portuguese. On a daily basis three stories were published on the GL website.



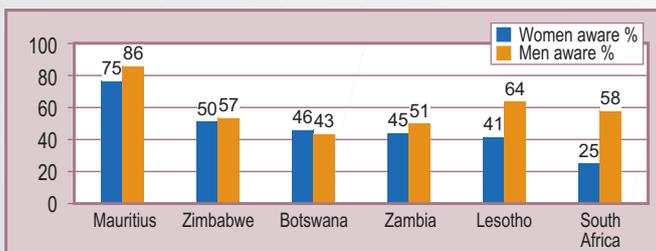
GL staff participating in march demanding a plan to end violence in South Africa.

Photo: Gender Links

Key findings of the GBV Indicators research in the six countries



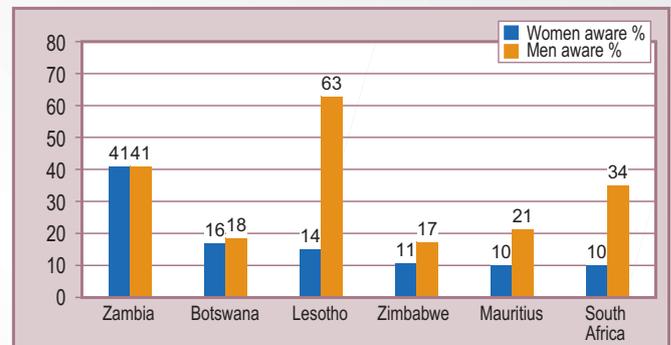
The studies found that 86% of women in Lesotho, 72% of women in Zambia, 68% of women in Zimbabwe, 67% of women in Botswana; 50% of women in South Africa's Gauteng, Western Cape; KwaZulu Natal and Limpopo provinces and 24% of women in Mauritius have experienced GBV in their private and or public lives. For all countries the proportion of women that reported experience was greater than the proportion of men that reported perpetration, however the difference is most pronounced in Lesotho and least evident in Mauritius. The findings show that violence against women is being confirmed strongly as a social problem across the region. Also apparent is that men openly disclose it to a greater degree as it is often legitimised as an expression of masculinity and male dominance. Men also may have openly disclosed their violent behaviour because in the research setting confidentiality is sworn and no course of justice is followed after the disclosure. On the other hand women do not disclose experiences because of the associated stigma attached to abused women.



Women and men are relatively aware of Domestic Violence Acts in their countries. Three quarters (75%) of women in Mauritius, 50% of women in Zimbabwe,

46% of women in Botswana, 45% of women in Zambia, 41% of women in Lesotho and 25% of women in South Africa's four provinces were aware of their country's Domestic Violence Act or Sexual Offences Act in the case of Lesotho. Except for Botswana, men were more aware of the Domestic Violence Acts in their country than women. This is evidence to the significant gender disparities in access to legal rights information between women and men. These findings speak to the need for greater efforts in raising public awareness of the laws that protect women against violence across the region with greater emphasis in raising legal rights awareness for women who constitute the majority of the marginalised within communities.

Knowledge of Sixteen Days campaigns



Need for more concerted efforts to raise public awareness and prevent GBV: The majority of women and men in all the six countries were relatively unaware of the Sixteen Days of Activism Campaign. Unique to all countries except for Zambia is that a greater proportion of men were more aware of the campaign than women. The greatest difference is in Lesotho followed by South Africa. This raises a critical question on the strategic communications employed and the impact of the campaigns on the intended target audiences. While campaigns are run at national level there is need to develop clear strategic communications strategies so that messages reach the intended audiences.

Outcomes

In the past year GL had made progress in getting buy-in from Lesotho and South Africa to review and strengthen their action plans based on the findings from the studies. However in both countries due to political changes there has been some stalling showing once again that in all GL programme work, especially involving governments, the process is not linear.

In **South Africa**, GL finished the GBV indicators research in four provinces, and aims to upscale this to a national study. The then Minister of Women, Children and People with Disabilities Lulu Xingwana expressed interest in adopting the VAW indicators as a national baseline study and invited GL to present the findings of the study in four provinces to the

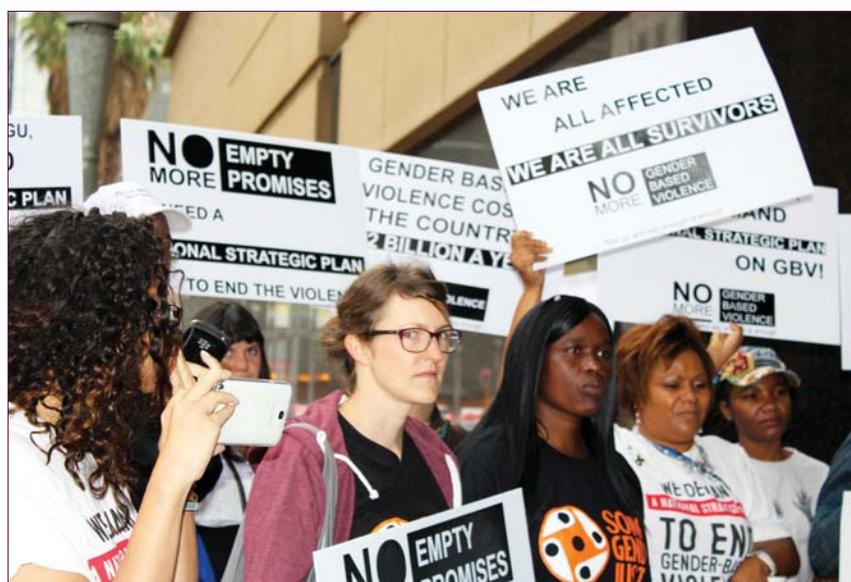
National Council for GBV (NCGBV) where this received broad support. The minister lost her post in the cabinet reshuffle after the May 2014 elections. GL requested a meeting with the new Minister of Women Susan Shabangu but this has not materialised. GL has also been a member of the National Council against GBV (NCGBV) since its inception and was actively involved in the review of the National Strategic Plan to end GBV. However the NCGBV and the development of the NSP were suspended with the coming of the new minister. In the past year, GL also entered into an MOU with UNICEF and the University of Cape Town as part of the DFID-funded Safer South Africa project to share data from the four provinces in a diagnostic study on violence against women and children. The findings were presented to the South Africa cabinet in December. Currently GL is engaging the provincial governments of Limpopo and KwaZulu Natal regarding development of provincial action plans to end GBV.

broaden the sample and be able to draw indicators at district level. Preparations to undertake the study are now at advanced levels.

In late 2014, GL facilitated an inception workshop in **Seychelles** on “Measuring Gender Based Violence” organised by the Seychelles Ministry of Social Affairs with the collaboration of the Australian High Commission and the British High Commission. GL Board Member Loga Virahsawmy shared her experiences of the Gender Based Violence Indicators research in Mauritius. The workshop laid the ground work for nationwide research in Seychelles.

Cascading to the local level: In all the six countries where the study has been undertaken, GL has managed to work with local government to review local action plans to end GBV aligning them to the findings from the study. To date 37 GBV local action plans have been reviewed in the six countries. GL is

using the results from GBV Indicators to lobby local governments to review and develop action plans that address economic justice at local level. The local government COE's create a link between national policy initiatives and the practical implementation of strategies to address GBV in communities. This challenges the prevailing assumption that GBV is not a local level competence. Many of the conditions that cause women to be unsafe such as poor lighting, lack of security in public spaces, naming streets, lack of basic services - water, electricity and sanitation- are controlled by local government. The local government COE process also arose from the realisation that the only way to empower the most marginalised women is to work through local government. GL



Civil society in South Africa is growing restless with government inaction.

Photo: Judith Maneli

In **Lesotho** GL has made progress in bringing the then Minister of Gender, Youth, Sports and Recreation Chief Thesele Maseribane on board. During the 2014 regional summit, the Minister pledged to mount a multimedia advocacy campaign following the launch of the research study and link it to the country's GBV plan. The Minister has shared the preliminary findings from the baseline study with the Lesotho cabinet. However, the Minister lost his post during the February 2015 elections; GL will now work to build relations with the new Minister of Gender.

has learned that the only way to ensure gender responsive governance, especially to the economic needs of women, is to work council by council. The ingenuity of the COE model is that as work takes place at the local level, it is linked through to the region through the SADC Gender Protocol that sets targets and timeframes for 2015 now extended to 2030: also the target date for MDG three - gender equality.

Following a successful launch of the **Botswana** VAW Baseline study, the government has developed a new costed NAP and approached GL to assist with cascading the baseline study to district level so as to

Influencing the regional and global post-2015 agenda:

GL has linked the work on measuring VAW at national and local level to regional and global debates. The 2014 SADC Gender Protocol Barometer broke new ground by proposing potential new targets and indicators for the post-2015 agenda. Of the 300 possible indicators, 100 concern gender violence,

and they derive from these studies. Through the Alliance, a member of the Women's Major Group, GL has commented on several different versions of the Sustainable Development Goals, that now comprise 17 goals and 169 targets. Thanks to these lobbying efforts, Goal five - gender equality - has a specific target on VAW. Indicators currently being crafted concern life-time experience of gender violence. These numbers can only be derived from prevalence studies such as the study that GL has now piloted in six countries. Should these targets and indicators be adopted by the UN General Assembly in September, they will be a major vindication of this pioneering work on measuring GBV.

Challenges

The GBV Indicators research heavily relies on partnerships with governments, necessary for ownership and follow up, but often onerous for planning. In Zambia, where the research is being funded by the UN through the gender ministry, GL has experienced several delays. For a project that commenced in 2013, GL is still to finalise and launch the report. Despite the challenges, government ministries remain crucial in this process as they ensure ownership and sustainability especially the adoption of the indicators for ongoing monitoring.

Risks	Rate - High/Medium/Low	How these will be mitigated
Partnerships dynamics can have negative impact on project success.	High	Ensure effective partnerships with both relevant government departments and CSOs. The flexible funding has enabled us to go forward with the project where there was some stalling by partners e.g MGCD Zambia.
Implementation costs of conducting research can creep if not capped.	Low	GL seeks to establish mutually beneficial partnerships with governments using the Botswana case as a model. The MGCD in Zambia and the Bureau of Statistics in Lesotho assisted in kind by providing vehicles used for data collection. This helped to make the research possible and enhanced ownership of the results.
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	Medium	GL will ensure political buy in from the onset to ensure ownership of the results and subsequently commitment in advocacy activities.
Wide expression of interest from new countries implies taking on more work than planned initially.	Medium	Partnerships with the governments and in country fundraising cut costs in the overall implementation for GL for example Botswana is now cascading the project to district level all costs covered by the Botswana government.
Unpredictable political environments	Medium	GL will ensure political buy in by existing structures rather than individuals.

Next steps

- Launch the Lesotho and Zambia reports, and use these to revisit and strengthen 365 Day National Action Plans to End Gender Violence, with accompanying strategic communications plans and frameworks.
- Test the revised methodology in Botswana and Seychelles.
- Use the research in the six countries where it has been completed to strengthen local action plans for ending gender violence.
- Campaign for all SADC countries to undertake comprehensive national GBV prevalence and attitude surveys, as part of the post 2015 SADC Gender Protocol and SDG campaign.



Women in Zimbabwe wave their placards in protest against GBV. Photo: Archive.kubatana.net

Governance and Economic Justice

By Mariatu Fonnah - Manager



Women in the Mavula Community join the 30% to 50/50 Campaign in Swaziland.

Photo: Thandokuhle Dlamini

FACT FILE

No of Centres of Excellence	Country	Bots	DRC	Les	Mada	Mal	Maur	Moz	Nam	SA	Swa	Tan	Zam	Zim	Total
	No	32		40	51		71	19	36	18	24		34	33	381
No of events during the year	Country	Bots	DRC	Les	Mada	Mal	Maur	Moz	Nam	SA	Swa	Tan	Zam	Zim	Total
	COE	18		100	46		60	19	65	35	13		53	89	498
	Non-COE	14		17	1		12	4	7	40	4		7	14	119
	Total	32		117	47		72	23	72	75	17		60	103	617
No of participants	FEMALE					MALE					TOTAL				
	8082					5346					13428				
How rated by partners in evaluations - average scores	Content	Design	Documen- tation	Facili- tation	Group work	Outputs	Outcomes	Learning	Net- working	Admin	Overall				
	79%	81%	77%	83%	78%	79%	77%	82%	81%	76%	80%				
Outputs	Reports		Action plans			Books		DVDs		Pamphlets/posters					
	1432		309			0		0		2					
Outreach	Website hits		Contacts generated		Media mentions		Other events attended			No of MOUS with partners					
	157		1022		262		136			17					



Mariatu Fonnah - Manager



Susan Mogari - Programme Officer

The Centres of Excellence (COEs) programme is implemented at the level closest to the majority of people, local government. The programme is designed to enhance policy implementation, action planning and on-site training backed by evidence that informs programme design and implementation. As with all of Gender Link's work, this rights-based and needs driven programme is guided by achieving the Millennium Development Goal Three - Gender Equality and the 28 targets of the SADC Protocol on Gender and Development.

The Gender, Governance and Economic Justice Programme is pivotal in ensuring the level of government closest to the people is equipped with needed skills sets and knowledge to advance women's rights, justice and development through effective decision-making and efficient service delivery. On-site training of council officials and communities has resulted in this programme achieving major targets which include rolling out the Centres of Excellence Programme with costed action plans to over one third of the councils in the SADC region, covering 26% of the population of the ten SADC countries covered. The training of women in politics through 50/50 campaigns; collection of case studies and testimonials on women making a difference in politics plays a key role in advancing gender-responsive governance.

To enhance learning and sharing, GL and partners held district level summits for the first time ahead of national and regional summits. With 381 councils of the 977 (39%) councils in the ten countries now joining the COE programme, GL is looking for cost effective ways of cascading this programme to all councils in the ten countries and beyond; as well as backstopping work in the existing COE's.

Objectives

In 2014 the programme sought to:

- Cascade the 300 COE's on gender and local government to 100 more councils, and introduce to district level Protocol@Work summits.

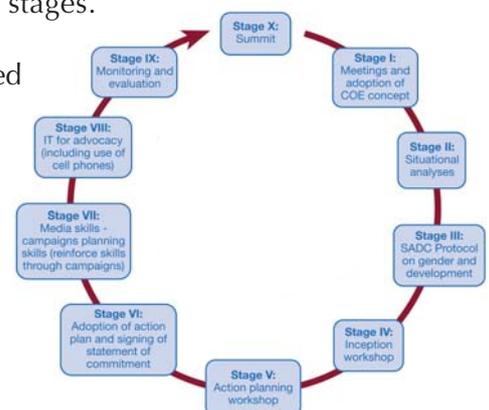
- Strengthen 100 local councils' strategy to reduce GBV community by community.
- Test the hypothesis that increased economic capacity will result in a decrease in GBV and increased agency for 1500 GBV survivors.
- Progressively change attitudes on GBV in 100 local councils.
- Share good practices and identify local level strategies that work to end GBV.
- Share learning on local action to end gender violence and the link between economic and gender justice through monitoring, evaluation, documenting and engagement in the annual Summits, creating multiplier effects that show that the SADC Gender Protocol target of halving GBV can be achieved.

How the governance programme works

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

In 2003, GL undertook the first comprehensive study of the impact of women in politics in Southern Africa. One of the key findings of *"Ringing up the Changes, Gender in Politics in Southern Africa"* was that local government is a sadly neglected area of the gender and governance discourse. Taking heed of this finding, GL conducted ground breaking research in 2006/2008, At the Coalface, Gender and Local Government. Having piloted five countries the study covered a total 10 countries Botswana, Lesotho, Madagascar, Mauritius, Mozambique, Namibia, South Africa, Swaziland, Zambia and Zimbabwe. A key finding of this study was that few practical steps have been taken to mainstream gender in this tier of government or to build the capacity of councillors to lead this process. To act on the findings, GL initiated the COE programme using a six staged process later expanded to 10 stages.

The stages covered as illustrated in the diagram:



- **Political support:** Getting buy-in at decision-making level.
- **An evidence-based approach:** Conducting a situation analysis that is council-specific and will help to address the needs of that council.
- **Context specific interventions:** Conducting council-specific gender and action plan workshops that localise national and district gender policies and action plans.
- **Community mobilisation:** SADC Gender Protocol village level workshops that familiarise communities with the provisions of the sub-regional instrument and empower them to hold their council's accountable.
- **Capacity building** through on-the-job training with council officials and political leaders.
- **Application of skills:** Assisting councils and communities to apply these new skills through running major campaigns, e.g. 365 Days to End Gender Violence; the 50/50 campaign etc.
- **Monitoring and evaluation:** Administration of score cards and other monitoring and evaluation tools that can be used to measure change in the immediate, medium and long terms.
- **Knowledge creation and dissemination:** Working to gather and disseminate best practises, case studies, etc. that can be presented at the annual gender justice and local government summit and awards that provide councils and communities with a platform to learn from each other on empowering women and ending violence at the local level.

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

Gender Links works towards strengthening action plans through additional content and practise on climate change and sustainable development; care work and local economic development, and also IT skills of councillors are strengthened as part of the communications component.

Monitoring and evaluation: The COE project has contributed to strengthened monitoring and evaluation tools and systems. For example, the programme has developed a scorecard to measure progress in gender mainstreaming in Councils. The scorecard approach combines both quantitative and qualitative research methods that allow for engagement and dialogue with the local government institutions. The M and E strategies in place allow for gathering and documenting evidence of change in every step.

Donor Evaluations: Successful donor evaluation visits took place in Mauritius, Botswana, Zimbabwe, Lesotho, Namibia and South Africa in 2014 from several of GL's donors - DFID, FLOW, Sida and the EU. These evaluations have brought to the fore the work in countries.

GL is among the agencies that have used the PPA in a distinctive way, which we will term the "Outreach Model". This model, by definition, is an attempt to summarise the strategic direction of the organisation, and hence key factors that influenced the decision about the use of PPA funds, rather than necessarily the present state of the organisations.

- Small/ medium size organisations such as GL are willing to establish their presence as sector leaders in their distinctive niche in the sector;
- Since they cannot compete in terms of scale of operations with other organisations, they are driven to focus on 'reaching out' to a range of different stakeholders and beneficiaries to make their work noticeable in a number of networks and platforms, in order to ensure the securing of new funds and potentially influence larger organisations;
- To develop a comparative advantage and make their voice heard by the largest number of beneficiaries and actors in the sector, they are driven

to invest in niche research that can directly feed into advocacy and action. Through an 'hypothesis testing approach', they develop a niche specialism in an area of interest and keep their focus on small-scale research projects that can have a large impact on a range of governmental and non-governmental actors;

- In turn, to support this approach, they respond to a critical need to invest in developing their internal systems and enhance their management capacity. This is achieved through the strategic development of solutions that aims at reducing the burden of administrative and management activities, in proportion to the size of the organisation;
- Additionally, the enhanced management capacity allows a more sustainable planning of activities and supports the outreach model by securing multiplier effects through networking approaches and investment in efficient media and dissemination solutions.

(Gender Links Feedback Report from Coffey, evaluators of the DFID PPA Fund)

Outputs

Targets for the year	Indicators	Baseline	Progress
Roll out of the COE process			
Cascading methods documented relative to country contexts; COE's cascaded to 40 more councils (340 councils in total).	No of new COE councils as a result of the cascading process.	GL has developed three cost effective ways of cascading COE's - working with gender ministries; peer trainers; and twinning. 360 COEs have bought into the process.	381 councils have joined the COE process; 41 more than the target for the year.
Flagship programmes to end GBV			
100 councils join and complete ten stages of the COE process; declare zero tolerance for GBV; design and implement concerted campaigns whose impact is measured through a localised version of the GBV indicators/attitude research.	No of COE's that develop and implement flagship programmes to end gender violence.	50 baseline datasets analysed. GL used an online tool to measure and produce council level baselines. Please follow this link to view a council profile.	143 gender and GBV action plans were verified during district and national summits. The verification process included updating the score card and assessing evidence to measure progress.
Leadership training			
2000 women whose leadership capacity has been built or strengthened as leaders.	No of women trained as Gender Focal Persons (GFP) and Gender Champions (GC).	(GL started measuring this parameter in 2014).	A total of 2515 women participated in developing the 365 Days Gender Based Violence Action plans, assuming leadership and becoming active of change; 25% higher than target.
District level summits			
Summits cascaded for the first time to 15 districts.	No of district level summits.	(Started in 2014).	15 District pioneered in 2014 and they garnered a lot of support. 339 women and 203 women (542 in total) from 143 councils participated in 15 district level summits in six countries.
Best practices			
100 good practices from 100 localities x 3 years = 300 good practices on the link between gender and economic justice.	No of good practices demonstrating the link between gender and economic justice.	245 local councils from ten countries presented a total of 139 GBV and 139 local economic development good practices at the 2013 SADC Gender Protocol Summit.	284 councils from ten countries presented 22 case studies on GBV and 47 on women's rights; 25 on climate change; two on the 50/50 campaign; 30 on leadership and 158 on the COE process at the 2014 SADC Gender Protocol@ Work Summits.

Roll out of the COE programme - 381 Councils have joined the Centres of Excellence (COE) process with 50 more committed in 2015. 309 councils have developed costed action plans to facilitate council's implementation of the gender mainstreaming action in policy making, implementation and service delivery actions, with the remaining continuing with the COE 10 staged process in 2015. Gender and Governance is driven and owned by COE councils in the 10 countries.



Group work action Plan design Mucimboa da Praia, Mozambique.

Photo: Gender Links

2014 COE Audit

Country	COE Stages complete with gender action plans	COE stages in progress	Total COEs in 2014
Botswana	27	0	27
Lesotho	28	12	40
Madagascar	52	15	67
Mauritius	83	0	83
Mozambique	6	13	19
Namibia	34	2	36
Swaziland	12	12	24
South Africa	11	6	17
Zambia	22	12	34
Zimbabwe	34	0	34
Totals	309	72	381

As illustrated in the table, a total of 381 councils signed up to the COE process by end of 2014. All councils in Mauritius are COEs by December 2014. In Botswana, 27 of the 32 councils are COEs with the remaining five councils having committed to be COEs and will start the 10 staged process in 2015. The substantial progress made in rolling out the COE process has been

achieved with a robust sustainability strategy within the councils. The Gender Focal Persons (GFPs) and Gender Champions (GCs) work hand in hand with Gender Links Country Managers and staff to roll out the Centres of Excellence (COE) programme, a good indicator of the sustainability of the programme.

“Our Council used to be very silent on gender issues. The only department that took gender seriously was Social and Community Development. Now it is quite pleasing to note that all departments are involved. My first encounter with Gender Links was through council meetings in 2009 when I became a councillor. I have seen my town grow from strength to strength in gender work. A key memorable event is the launch of our gender committee in 2013. It was a moment to remember when my council won the Northern District Summit as we had spent a lot of hours preparing for the summit presentation. The fact that our town Council has signed the statement of commitment is very rewarding as we have committed to ensuring that our plan will be implemented and not shelved. This means improvement of the lives of the people of Selibe Phikwe. At least 60% of COEs have been able to commemorate Sixteen Days of Activism on Gender Violence. The councils have formed gender task forces which were not there before the COE project. The task forces were able to attend

train of trainers with their administrators to ensure that they also understand the COE process as supervisors. The training of trainers has strengthened the networking with councils and Gender Affairs Unit. There is a strong link as councils participate during International Commemorations. Some of the councils, for example Lobatse Town Council have a budget for their plan and an income generating project. Selibe Phikwe has adopted the plan in the full council meeting, conducted Stage Three workshops and compiled reports. - Dorcas Letlhogela, Councillor in Selibe Phikwe Council, Botswana



Most Improved Council in local government COE Award. Right Runner Up in local government COE Award, Selebe Phikwe Town Council 2014. Photo: Gender Links

GBV Action plans

Some 143 local councils have developed flagship programmes to end gender violence. In countries that have undertaken the VAW Baseline Studies (South Africa, Lesotho, Mauritius, Zambia, Zimbabwe and Botswana) GL is revisiting these action plans to incorporate the findings of the Baseline Studies (see Justice Section of the Annual Report).

Marjorie Timm, a councilor in Zambia is passionate about Gender Based Violence. She grew up in a home where her father abused her mother who never reported him to the police. During her time as a councilor she has fortunately seen a lot of change in attitudes in the community. "Women are now able to speak out and report cases of violence; this it is

being addressed by the police. There is a Victim Support Unit in our local police that deals with GVB cases. We have also had cases of men reporting cases of violence by their women. Before they were ashamed to report; afraid to be laughed at."

"If the general public were to hear the messages on GBV from all stakeholders, and not just the police, more would be done," notes Matumelo Maqokela, a police officer in Lesotho. "People respond differently to different messages, and it's important that a diversity of messages are communicated. Now that I've been sensitized on gender issues, when people are referred to me, I'm able to address the situation from an informed viewpoint, and know how to connect to different people."

Moshupa makes ending gender violence a top priority

Moshupa is a large village in the Southern District of Botswana with a population of 20016 per the 2011 census. Moshupa Sub District Council Gender Committee seizes every opportunity and bring in the gender aspect into daily council work. Based upon their Gender Action Plan, the Moshupa Sub District Council mainstreams all gender issues, into their projects and programmes.

The council aims to:

- Encourage political support and buy-in in GBV projects.
- Mobilise communities through GBV education and capacity building in order for their empowerment and understanding GBV issues and the monitoring.



Councillors from the Moshupa Sub District Council.

Photo: Gender Links

- Evaluate programmes to understand the effects and impact of their activities on the community members.

Rralekgetho Village has emerged as a key focus. In this, the Moshupa Sub District Council seeks to empower and sensitise the community on issues of GBV, allow community members to share their experiences and establish strategies that they can use to combat GBV and assist them in understanding the procedures for reporting GBV cases. The council chose Rralekgetho village was because of the high levels of GBV recorded in the area linked to high alcoholism, drug abuse thus causing people to engage in violent activities leading to GBV.

In October 2013, the Council held a march against domestic violence at Rralekgetho to sensitize the community on GBV issues. To further educate the residents of Rralekgetho on GBV issues, the council also held a workshop on February 2014 in partnership with Gender Affairs, Police Department and the Department of Social and Community Development. The Rralekgetho market day provided beneficiaries and victims of GBV the opportunity to showcase their Economic Empowerment Projects offered by the Sub District.

Other activities that the Moshupa Sub District Council undertakes which are geared at combating GBV include the empowerment and education of the boy and girl child on issues of GBV through the creation of Child Protection Committees that cover forced and arranged marriages, and how the Children's Act of 2009 benefits them as children. The Moshupa Sub District Council has started a street lighting project by the bus rank.

Documenting the COE process and devising new strategies for roll out

Developing in-house capacity to run some of the COE stages: In 2014, GL intensified efforts to cut costs and enhance local ownership through training Drivers of Change who consist of:

- *Gender Focal Points (GFP)*, within each Council, as well as in the provincial or district offices of local government associations; gender ministries and or local government ministries. For example in Lesotho, the gender ministry has made available its Principal District Gender Offices (PDGO) to work with GL in cascading the COE model across the country, on the basis that for every council GL works with, the PDGOs work with at least one council, using GL's training, monitoring and evaluation framework. GFP within each council are expected to carry out the situation analysis, assist in administering the score card, and drive the process from within.
- *Gender Champions (GC)*, who have emerged from the first phase of COE work. These mainly consist of councillors who provide the political vision and guidance to the process. They are tasked with community mobilisation (stage three), signing the statement of commitment (stage six) and generally ensuring the process remains on course.

Twining: In September 2012, GL trained gender focal persons and champions in **Zimbabwe** to facilitate the COE process. The focal persons have so far managed to facilitate some stages in their own localities and neighbouring councils. GFPs also facilitate stages 7 & 8. They have also collected the questionnaires from the councils to measure attitudes and knowledge on GBV as well as the citizen scorecard pegged on the SADC protocol.

Working with governments: Following a partnership with the Ministry of Gender, in **Lesotho**, GL conducted a TOT where 10 of the ministry's provincial district gender officer were trained on facilitating the COE process. The workshop was held in June 2012 and the cascading was started in September. GL provided the training materials, laptops and data cards for the officers. The officers started with facilitating stage 3 of the COE process but now have extended to cover stages 2 and 4 of the COE process with co-facilitation of the stage 5. Through this model, GL has been able to cover an additional 10 COEs bringing the 2013 target to 20.

In August 2012, GL held a training of trainers workshop with regional gender coordinators from the Ministry of Gender in **Namibia**. The coordinators were also accompanied by the trainer from the ministry. The coordinators and trainers have been accompanying



Mariatu Fonnah speaking at the Namibia Forward Looking Strategies workshop.

Photo: Gender Links

GL to the COE workshops ever since. In February 2013, GL signed an MOU with AMICAALL Namibia. This MOU has paved way for GL to co-facilitate some of the COE workshops with AMICAALL representatives with both parties sharing materials and responsibilities. A draft MOU will be tabled with

the Ministry of Gender to finalise the training arrangement. This will enable GL and its partners to cover at least 15 COEs in Namibia. GL held a follow up TOT in Namibia towards the end of 2014, following the ending of the NEPAD grant, and in effort to sustain the COE work in Namibia with the support of the Ministry of Gender and Child Development.

Working with partners: GL has succeeded in working closely with local government associations of each country where the relationship has been cemented with MOUs. GL has MOUs with 10 local government associations and machineries and key Gender Ministries in seven countries. The COE process has resulted in high level political support across ministries and political parties, as reflected in the high level attendance at the District level and national summits.

After winning at the regional summit in Johannesburg in 2011, all members of the Malagasy delegation decided to create an association called "Association of Elected Gender Responsive - AESG". The association is now formal and has the general objective to popularize the gender approach in all localities in Madagascar. The members believe that they cannot talk about development without the equal participation of men and women. Members of the associations are mayors, councilors, representatives of the Ministry of Population and Social Affairs and also the Ministry of Decentralisation and various technicians.

In 2011, following the signing MOU with SAHA, GL cascaded the COEs in 16 other municipalities. The association members volunteered to become trainers; they supported 16 additional municipalities to develop gender action plans and including GBV action plans. In 2012, GL Madagascar developed a partnership with UNDP and UNFPA, to support the cascading of the COEs to 16 councils with UNDP and 4 councils with UNFPA. To implement this partnership, GL did a Training of Trainers with the 31 original councils to support roll out to 20 new councils. This 'hub and spoke' model is one that GL hopes to develop further to reach all the over 1500 councils in this vast island of over 50 million people.

District summits

Cascading the Summits to district level increased ownership of the summit process, learning and sharing at local level. The “story behind the story” of district summits illustrates the dynamism of this process.

District summits underscore dynamic learning and sharing

Mossel Bay municipality, winner in the 2014 summit of best local government COE, joined the Centres of Excellence process in 2011, and jumped into the process head first. After attending the 2012 Gender Justice and Local Government Summit, Mossel Bay became the first municipality in the SADC region to hold its own local summit against gender based violence. The council held the summit in the build-up to the 16 Days of Activism campaign under the theme: *No more victims summit*. It was such a success that Gender Links went on to support the localisation of the summit concept in several ways.

Winners of prizes at the 2013 Regional Protocol@Work Summit were awarded study visits to the Mossel Bay municipality. The aim of the study visit was to continue to foster the networks and relationships that had been created amongst the various institutions during the regional summit. Many activists who went on the 2013 study visits met again at the regional summit in 2014, and shared how they had implemented what they learned.

"From the study visits, we learnt how to organise and conduct our own local summits... From the regional and national summits, we were taught how to hold summits in our districts and municipalities as a way of starting at the grassroots level", explained Naledi Masipa of the Capricorn District Municipality in Limpopo, South Africa.

The innovation continued in 2013 with the rollout of support to entrepreneurs in Cape Aghulas. Following an I-Stories workshop for survivors of violence, Gender Links supported economic empowerment to women in communities where local government is supporting women's participation. For the first time at the 2014 Summit, these women shared their experiences of accessing rights, alongside municipal officials supporting these drivers of change.

"When I heard that there would be a follow up with regard to Entrepreneurship Training I knew that this was going to be a good period of my life for me.... I am so much confident and knowing that all my money belongs to me and I can generate an income alone as a single parent without the assistance or dependence on someone else to provide for my children. I have no limitations I always keep telling myself that my time

has come," said Susan Swart, in her address at the opening of the 2014 regional SADC Protocol@Work summit.

District and national summits cost a fraction of the regional summit. The localised summit model allowed many more people to participate, and more COEs to share their experiences and learn from each other. Interviews with Drivers of Change emphasised how they are implementing what they have learned in their own councils. "As a leader myself, it was interesting to watch how the Mossel Bay municipality worked as a team. It was the integration of the work they did together that struck me most. They decentralised attention and support to not one but all aspects of the municipality. I think having women in the power hierarchy of the social development programme helps a lot there. We are returning home with new priorities and ideas," said Rachel Jeremia from Chobe District in Botswana, who participated in the Mossel Bay local summit.



Take Back the Night March during the Mosselbay Summit Study Visit. Photo: Nomthi Mankazana

Peer learning at summits has extended to self-initiated twinning programmes between councils across countries that wish to collaborate more and assist each other in carrying on with the agenda. After the 2014 regional summit and a subsequent visit from the Tsiafahy Mayor during a study visit, the Grand Port District council in Mauritius (winner of the best urban council at the summit) and the Tsiafahy Council in Madagascar signed a protocol to work together and support each other in promoting gender mainstreaming. The terms of protocol include the establishment of a liaison committee that includes local elected officials, representatives of the functional and operational directions, officers in charge of these projects and partners; an assessment of future plans and at least annual meetings to take stock of collaboration in the different areas and identify possible areas of further collaboration. In late 2014, Grand Port District Council also hosted a study visit for all the Mauritian councils.

Leadership training

Over the years GL has trained hundreds of Gender Drivers of Change within council administrations as illustrated in the examples that follow:

Drivers of change in Council Administrations

"The first national summit I attended was in March 2012 where I met women from all walks of life making presentations that impressed me and opened my view wider, though a presentation as a COE was made I realised the gaps and was able to go back and begin to discuss with various groups, departments. I also attended the second country summit and was extremely excited as I was able to participate confidentially and even more excited to have won in the category of Local Economic Development Section and won the overall most improved council.



Annete Breda, Masvingo City Council.
Photo: Gender Links

Gender links has opened my understanding and therefore the enthusiasm to initiate, co-ordinate and expose programmes that reduce gender inequality, one thing that has amazed my husband and kids is how I was completely computer illiterate and now being able to operate the computer. This has been like being realised from no computer skills to amazing skills I no longer have to depend on others to assist me this has been very empowering and very amazing."
- Annette Breda, Masvingo City Council

"With the knowledge I've built through Gender Links, I feel empowered, and feel that I can make a difference. For the first time I believe that change is possible... Through the training I received, I came to realize the importance of education, capacity building, and empowerment in the community. Mossel Bay has 14 wards, with a total population of 130,000



Alma Kritzinger, Take Back the Night March.

Photo: Nomthi Mankazana

people. I want to use my own personal experience to make sure that nobody in my community will ever have to go through the same thing I went through," says Alma Kritzinger, focal person for HIV and AIDs, disability, gender, and the elderly in the Mossel Bay municipality.

At Chamber Secretary Level, **Josephine Ncube** is the highest-ranking female in the Harare City Council, but at Grade 4 level, there are no women. This imbalanced situation, however, has just led the council to do as much as they can on mainstreaming in Harare. In a recent workshop, an appeal was made by women for the Harare City Council to provide land to grow food crops for new mothers at the city's maternity homes. Josephine pointed out that this is a good example of how women's participation is increasing since the Council's activities have become more gender sensitive. Ncube is a lawyer by profession.



Theresa Sikute from Kitwe, Zambia is District Coordinator of Guidance and Counselling in the Ministry of Education. She is also a member of the District AIDS task force (DATF) at the COE. She influences management at the Ministry of Education District office when it comes to programmes to do with the COE. For instance, she asks for permission to hold the Teacher's Health Day on which VCT is done, as well as other health-related issues looked at by the health-workers from the Ministry of Health. Since she is the vice-coordinator for the District Gender Sub-Committee, she influences management to send letters to schools for contributions and participation during the preparations and commemoration of Women's Day. Sikute has ensured that the National Gender Policy and the Action Plan are being implemented in areas of gender-based violence through having awareness campaigns to change negative cultural practices in society. This is done by inviting personnel from health, the police and other security wings, the departmental heads, the media and other stakeholders to these meetings. She coordinates with the police victim support unit, social welfare workers, and legal personnel (usually from the legal aid clinic) in dealing with cases of gender violence.

Outreach

The COEs cover vast areas and mostly all regions in countries, including all capital cities of the 10 target countries which include the Anglophone, Lusophone and Francophone regions of SADC. With 817 events, the governance programme reached and 20,548 participants (38% men and 62% women) directly.

Thabo Malie, councilor, Mohale's Hoek, Lesotho says the Gender Links introduced him to gender, a topic he previously had no interest in. He later described the workshop as a life changer. Key gender concepts were explained in way that, even with stubbornly held views, he could see that he could be a traditional Mosotho man and still change his attitudes. Though it was very difficult to change drastically, he never looked back. He tried his best to begin sharing information with his wife, and do things together with her. For example, if there was any kind of the decision that had to be taken, he would make those decisions with his wife. He also encouraged his political party to give both women and men equal opportunity to participate in the party, so that now all management committees include women and men, unlike in the past where they would only be for men.



Country	No of councils	No of councils GL is working in	Population of country	% population covered by COEs	% population covered by COEs
Mauritius	133	83	1 331 155	1 264 645	95%
Lesotho	75	40	2 074 000	1 968 668	91%
Botswana	32	27	2 040 000	1 531 418	75%
Zimbabwe	92	34	14 599 325	7 298 207	50%
Zambia	73	34	15 021 002	7 229 119	48%
Swaziland	67	24	1 267 704	572 461	45%
Namibia	58	36	2 198 406	624 028	28%
Madagascar	119	67	22 293 851	4 975 717	22%
Mozambique	43	19	25 833 752	4 903 447	19%
South Africa	278	17	48 770 560	5 311 712	11%
TOTAL	977	381	135 429 755	35 117 822	26%

The table shows that indirectly the COE councils covers a population of 35, 679, 422, approximately 26% of the population in the 10 countries of the SADC region where the COE programme is in operation. In three countries (Mauritius, Lesotho and Botswana), the COE's now cover three quarters or more of the country. In Zimbabwe, Zambia and Swaziland, COE councils cover approximately half the population. There are four countries in which the COE's constitute significantly less than half the population. These countries are large geographically and/ or have large populations. They are: Namibia, Madagascar, Mozambique and South Africa. The difference in reach achieved to date, along with local political factors, and different models for cascading

piloted to date, have a significant bearing on the direction that the COE programme needs to take in each country going forward (see next steps).

COEs are extending the outreach through local media coverage and innovation such as monthly e-newsletters and print newsletters. Councils are increasingly viewing the role of media and information transmission medium and a platform for sharing knowledge. Arandis council for example has a monthly electronic newsletter that is distributed to the community and partners as well as other councils. This information sharing is crucial for growth and accelerating the pace for development to meet the Protocol targets.

Outputs

Targets for the year	Baseline	Indicators	Progress
Women's political representation			
Training women candidates in 40 councils of the four countries having local elections during the coming period - Botswana, Madagascar, Mozambique and Swaziland - to ensure a cadre of leaders that will take forward the work on ending GBV and empowering survivors of gender violence.	(New in 2014).	No of women leaders trained.	A total of 235 women candidates were trained in Botswana, Namibia and South Africa. Madagascar did not have elections and Swaziland split its election into rural and urban councils held a year apart.
Women constitute at least 30% of councillors in the COE's that GL works with; testimonial evidence of the difference this makes; at least three case studies of the outcomes of campaigns to extend electoral quotas to local government.	Women constitute 22% of councillors in the SADC region.	Proportion of women in local government in the COE's that GL works with. Case studies and testimonial evidence of the difference that this makes.	Women constitute 25% of councillors in the COE's that GL works with; GL has 179 case studies women and men making a difference; three case studies - Mauritius, Lesotho and Zimbabwe - of campaigns to extend electoral quotas to local government.
Number of countries that strengthen special measures for increasing women's representation in politics at national and local level.	Ten SADC countries have quotas of some kind, but none specify 50%; five of these are voluntary; two at local not national (6).	Progress towards strengthening quotas in three countries.	Namibia's SWAPO party adopted a 50/50 quota for the November 2014 national elections leading to a dramatic increase in women's representation from 26% to 41%. Madagascar conducted a study visit and Zimbabwe is planning a study visit to Mauritius to study the local government quota.
Gender responsive governance			
Gender Score Card (GSC) increases to 68% (48% lowest, 83% highest).	63% (43%, lowest, 78% highest).	Percentage achieved in the Gender Score Card (GSC).	63% (42%, lowest, 77%, highest).
Gender responsive budgeting			
Proportion of cash and in kind contributions from COE councils will be a minimum of 70% of the total cost.	COE councils contribute 70% of the total cost of gender mainstreaming in the 300 councils.	Proportion of cash and in kind contributions from COE councils.	This is being verified for 2014 at District Summits in 2015.

Women's representation in local government

The proportion of women councillors in the GL local government COEs is 25%, two percentage points higher than the regional average of 23%. The figure is five percentage points lower than GL's target of 30% and three percentage points lower than the

previous reporting period. In this reporting period two countries had local elections: Botswana and Mozambique. Due to political uncertainties in Madagascar, local government elections are still pending. In Namibia GL worked with women candidates for national elections based in the councils.

Country	Proportion of women councillors in the previous election	Proportion of women councillors overall 2014	Variance	Proportion of women in COEs	Variance between national average and COEs
Mozambique	36%	38%	2%	28%	10%
Botswana	18%	18%	0%	20%	2%

The table shows that overall Mozambique registered a slight increase in women's representation (from 36% to 38%) but that the proportion of women in the relatively new COE's (28%) is lower than the

national average. In Botswana, the proportion of women in local government remained the same at 18% and slightly higher (20%) in the COE councils.

Country	% women in local government	% women in local government in COE	Variance
Madagascar	6%	15%	9%
Lesotho	41%	45%	4%
South Africa	38%	42%	4%
Zambia	6%	9.07%	3%
Botswana	18%	20%	2%
Zimbabwe	16%	18%	2%
Mauritius	24%	24%	0%
Swaziland	12%	12%	0%
Mozambique	38%	28%	-10%
Namibia	42%	29%	-13%
TOTAL	23%	25%	2%

The table shows that the highest variance between women's representation in COE's and overall is in Madagascar (9%). In two out of the ten countries covered (Mozambique and Namibia) there is a lower proportion of women in COEs than overall.

These figures reinforce GL's conclusion that the only way to increase women's political representation, both at national and local level, is through legislated quotas. In the year under review, GL documented how a combination of special measures, lobbying and advocacy contributed to increasing women's representation in local government in Lesotho and Mauritius and how failure to do so affected outcomes in Zimbabwe. GL produced a 50/50 policy brief: "Women in politics in Southern Africa"¹ analysing different special measures in the region to increase women's political representation. The study visit prizes that GL organised after last year's SADC Protocol@Work summit included Madagascar winners going to Mauritius to learn about the quota that led to a fourfold increase (to 30%) of women in local government in the December 2012 elections. A key focus of GL's is to lobby for legislated quotas in at least ten SADC countries using the highly successful Mauritius campaign as a springboard.

Empowering women candidates is one part of three parallel strategies: empowering women candidates; working with political parties on voluntary quotas and lobbying for legislated quotas. One of the participants in the Ongwediva Women in Politics workshop in Namibia had this to say: "The Women in Politics training offers women a unique opportunity of gaining knowledge and critical skills as well as networking." However, to achieve long lasting effects, there need to be follow up sessions where to build on the knowledge acquired by the participant and to strengthen the emerging networks. It is not enough to have training only

before elections. If the 50/50 target of equal representation of women and men in politics is to be achieved interventions like this needs to be continuous. Although training and capacity building for female politicians can have a big impact on individual women, it is also necessary that interventions be directed to the political parties in order to change structures and cultures that are holding women back in the organisation. A possible continuation of Women in Politics is a training programme for political parties to become "gender certified", looking over everything in the organisation that could be a hindrance to women's advancement as well as stereotypical practices, assumption and expectations that influence both men and women to reach their full potential. The stories of successful women candidates confirm that having these Drivers of Change as change agents in councils is critical:



Melania Mandeya, Town Secretary for Gokwe Town Council at the Women in Local Government Forum (WLGf) Training of Trainer workshop. Photo: Tapiwa Zvaraya

Women councillors drive change in their councils



Nirmala Mohur, District Councillor of Grand Port, Mauritius, is now among the three women who sit on a previously all-male Council. Trained by GL for the elections, she also presented a paper at the national summit on Legal and Constitutional Rights.

"I make sure that my community understands that men and women should be treated the same and have the same opportunity in all spheres of society including treatment in the house." She does not miss the opportunity to talk about talking on the low representation of women in politics and wants to make sure that the SADC Protocol is implemented on gender and governance so that by the next local elections in 2018 there are even more women councillors. "Meeting Gender Links has been a blessing for me," she says. "I never thought that politics was made for me but all the training I got for Gender Links prepared me to stand as candidate. And when I was asked to be a candidate at the village elections in 2012 I immediately accepted as I was confident in running a campaign and talking in public meetings."

Manoosi Khetsi is currently a councillor and the chairperson of the council in Lesotho. She has inspired many people in her village with the work she has been doing as a woman. Women look up to her for the good work she is doing as a woman leader.



There have always been challenges of cultural beliefs of the village, but she is able to lead discussions as women. Bit by bit, she has been able to change the altitudes of men towards care work, and now they begin to become involved in care work. She has inspired other women to take part in politics. More conflicts are now resolved at village level with the

help of local leaders. She has encouraged women to participate in economic development at the village level by forming women farmers' associations in order to produce marketable agricultural commodities. As a result, the majority of women are now able to support their families through the small projects that she has started. She has also demonstrated her leadership role by empowering women with knowledge about their property rights. Property dispossession takes place in Lesotho under both customary Law and common law, which did not previously support or recognise women at all. The law has now been amended, and Khetsi attended a workshop which was held by Women and Law in Southern Africa (WLSA) about the amended property dispossession law. She is now holding public gatherings on property rights in Lesotho, making women aware of amendments to the law that now recognise women.

"I have now been challenged," says **Edna Ntshangase**, Deputy Mayor of the Mlolozi municipality in KwaZulu Natal, South Africa. "As a deputy mayor, it is now my responsibility to use everything I have learned in such a short space of time with Gender Links.



I never would have known how the budget we use in the council benefits women in the fields. Gender Links comes to us and helps us understand the Protocol, so we can all plan our work, our budgets, and our priorities in an effective way."

"As a gender champion so many changes have happened at a personal level and at the council that I must give credit to Gender Links," adds **Lucia Mujoka**, Grootfontein Council, Namibia. "I have learnt that information sharing is very important in championing gender equality. I have been put on the political map of Grootfontein council. Now I confidently bring issues of gender in our various discussions as a council."

Country	COE score at start	Latest COE score	Variance
Botswana	41%	67%	26%
Mauritius	61%	80%	19%
South Africa	66%	76%	10%
Lesotho	44%	53%	9%
Namibia	44%	53%	9%
Madagascar	58%	66%	8%
Zambia	59%	64%	5%
Zimbabwe	54%	59%	5%
Mozambique	52%	55%	3%
Swaziland	58%	55%	-3%
Overall average	54%	63%	9%

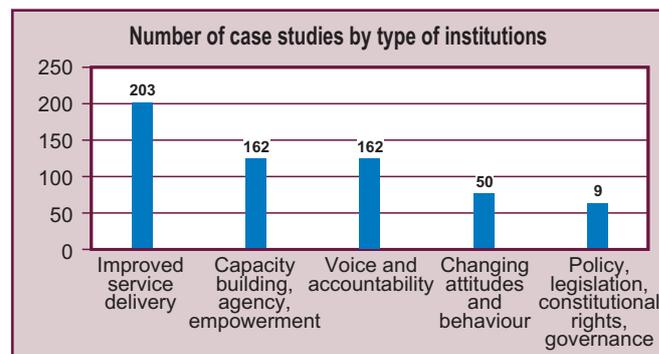
GL uses the Gender Score Card (GSC) comprising 25 questions on gender in councils to measure the degree of responsiveness to gender issues. Councils score themselves. The score is verified by an independent panel of judges at summits. The score card has been administered annually since 2012, and disaggregated by council and score for the benefit of the councils.

At 63%, the GSC regional average is the same as last year and nine percentage points higher than the baseline year (2012). Mauritius had the highest average score (80%) while Botswana made the most progress (an increase of 26 percentage points). Namibia and Lesotho had the lowest average scores (53%). Although there was some fluctuation in scores in 2014 (see Results for Change section) the overall trend is positive, except in Swaziland, where GL has encountered political challenges in taking the programme forward.

Overall, the emerging evidence of strengthened gender mainstreaming in councils is based on the following:

- Improvement at council level in conceptualising gender mainstreaming as a core part of service delivery.
- Self-reflection on councils on the potential, the challenges and lessons from the COE process.
- Change at the community level through personal accounts of community members who have embraced gender equality as a social justice cause,
- New voices that count in the gender equality agenda through the personal accounts of women in politics making a difference in their localities and beyond.
- Concerted efforts by the councils to embrace gender equality as a development agenda through planning, policies and projects.
- Affirmation of the COE process as a model of capacity building from the ground up that links with day to day needs of communities in different localities.
- Partnership strengthening through emulation of the scorecard as an effective tool for measuring progress.
- Increased access to justice and resources by community members for GBV justice and GBV information.

New programmes spring to life



The 2014 summit saw new dynamics in terms of local government coming to fore with new projects created as a result of the COE process. Of the 672 entries, 180 concerned service delivery. 284 councils from ten countries presented 22 case studies on GBV and 47 on women's rights; 25 on climate change; two on the 50/50 campaign; 30 on leadership and 158 on the COE process at the 2014 summits.

Councils have shown progress in implementation of the Protocol through various community projects and programmes that enhance equal participation. Cutting across the COEs are efforts to reduce GBV prevalence as well as girl's education, and HIV/AIDS projects. Some councils' have gone an extra mile to be involved in projects that affect productivity such as climate change and local economic development. It is interesting that in these areas, gender benders are visible with women heavily involved in efforts to reduce climate change and men involved in the day to day roles such as gathering crops to feed families. In Arandis, a community member has shown that determination is key by being involved in a nursery project despite the dryness of the locality. This amazing woman has been involved in the HIV/AIDS group support of community members affected offering her garden as a sanctuary.



A community member is determined about her nursery project despite the dryness of the locality in Arandis.
Photo: Gender Links

Other programmes implemented by councils include the following:

Economic empowerment leads the way: The 2014 regional summit was kicked off by a speech from Susan Swart, a survivor of domestic violence who is building her entrepreneurship skills with Gender Links. At the summit, she met with other entrepreneurs from across the SADC region to share experiences. In many cases, these entrepreneurs met with representatives of their municipality to strategize on women's empowerment. The importance of local economic development is apparent in many COEs, and is reflected in action plans which highlight gender equality in procurement strategies, for example. In some COEs such as Masvingo, women have been linked to microfinance through the New Development Fund. This has enabled women to access small to medium business opportunities in the municipality. Grand Port, Mauritius is supporting women in business by giving entrepreneurship courses free of charge to interested women. Mossel Bay has launched a Recycle Swap Shop which is run by the community, for the community. Recyclable items are collected, and exchanged for household essentials and school supplies.



Mossel Bay launched a Recycle Swap Shop which is run by the community, for the community.
Photo: Gender Links

Girl's Education: The Math's Genius Leadership Institute in South Africa is working to make sure girls excel in STEM fields. The organisation is working in collaboration with schools, media organisations, and others to disseminate information, and provide training and support to all South African learners, particularly girls, in STEM fields. In Chobe, Botswana, a new initiative is targeted at children who are affected by GBV. A primary school Special Care Unit was established for children with disabilities, and through this, wider initiatives to train and educate people about GBV and the impact it can have on children began.



GL CEO Colleen Lowe Morna visits Grand Port Green Peace Park.
Photo: Ghrish Abdhoosee

Climate Change: The COEs as the sector that experiences the climate change effects first-hand have taken steps in dealing with climate change innovatively. Tree planting as part of greening the councils and reducing global warming is now a planned event in most councils. This is coupled with cleaning up the localities as part of environment management practices. The city of Harare for example has taken a step further by training female refuse truck drivers to be part of the waste management systems.

Selebi Phikwe is integrating climate change into their Gender Action plan, by including vegetable gardens and other climate friendly activities in their budget for gender. 9 women and one disabled man work at the garden pictured. All of the women have quit receiving food parcels earmarked for destitute members of the community. Not only are they growing enough produce for household consumption, they are making a profit by selling excess produce. Concerted council efforts have been implemented in most councils to combine projects such as recycling with empowerment. In Victoria Falls, the council has allocated land to SMEs particularly women in community based organisations. Individual SMEs have been allocated land by Council for business projects. In addition members of the community benefit through income to be earned from sales of waste plastic and beverage cans.

A winner in both the 2013 and 2014 summits, the COE of Grand Port, Mauritius has committed to planting 5000 trees in 2014, in conjunction with a campaign on keeping a clean environment. The Council is providing tree cuttings and nursed plants to community members and councillors to plant, and even organising planting competitions. This non-traditional role of women has boosted the city's gender mainstreaming approaches whilst clearly benefiting the community by providing these services.

Post 2015 Agenda: With both the SADC Protocol on Gender and Development, and the Millennium Development Goals reaching a deadline in 2015, many COEs are active on the post 2015 agenda. Aware of the fact that global frameworks and targets are about local action, municipalities are participating in a lively debate on how to ensure that not only are targets met in the little time remaining, but ensuring that future targets better encapsulate the needs of women in the SADC region.

Gender responsive budgeting

In 2014, the much more thorough verification that accompanied District Summits showed that COEs allocated ZAR 40 055 184 towards gender mainstreaming, twice as much as GL spent on the

COE programme! This is a powerful indicator of gender responsive budgeting, as well as the increased ownership by Councils of the process. The table outlining the budgetary contributions is replicated below. This was supported by tremendous volumes of photos, videos, testimonials, campaigning materials, activity reports, and more, demonstrating the impact this budget was having within the council. An important finding is that the degree of contribution is not directly correlated to the socio economic circumstances of the countries concerned. Zimbabwe led the way, followed by Zambia, Botswana and South Africa. Only COE's in Mozambique (relatively new at the time of verification) showed no contribution. These figures will be further followed up and updated in 2015.

Contributions to the COE process

Country	Gender specific allocation	Gender in mainstream projects	Amount contributed in cash or in kind by Council	Total
Zimbabwe	R 1 022 000	R 3 337 854	R 6 976 250	R 11 336 104
Zambia	R 477 654	R 4 086 470	R 5 187 730	R 9 751 854
Botswana	R 2 499 970	R 1 974 298	R 940 883	R 5 415 151
South Africa	R 375 000	R 3 302 413	R 6 769	R 3 684 182
Madagascar	R 1 306 268	R 478 875	R 1 871 006	R 3 656 149
Namibia	R 585 000	R 1 461 400	R 306 000	R 2 352 400
Mauritius	R 349 840	R 568 277	R 511 962	R 1 430 079
Lesotho	R 129 600	R 1 011 165	R 140 500	R 1 281 265
Swaziland	R 78 000	R 957 000	R 113 000	R 1 148 000
Mozambique				R 0
Total	R 6 823 332	R 17 177 752	R 16 054 100	R 40 055 184



Capricorn District Municipality Commitment Pledge and Candle Lighting Ceremony.

Photo: Gender Links

As a result of the COE process, most councils have specifically designated budget allocations for gender projects in the current financial year especially for awareness campaigns. The councils also contribute resource persons, venues and catering for some of the COE workshops. Council profiles reflect the growing attention to resource allocations:

Risk and mitigation

Risks	Rating	Mitigation
External - national		
Political environment - there are several national and local elections between 2014 and 2016 that could affect councils. GL is working with local councils to increase the representation of women in the councils. Five Southern African Development Community SADC countries had elections in 2014 - Botswana, Mauritius, Namibia, Mozambique and South Africa; yet women's representation in senior political decision making still remains a challenge e.g. South Africa saw a decrease of two percentage points after the elections, from about 44% to 42% women in parliament.	Medium	GL has made a strategic decision to focus on lobbying for quotas for women in decision-making. This is a long term but necessary strategy. Training women in decision-making alone is not sufficient.
Internal politics within miniseries have in some cases affected Gender Link's access to councils and communities. Though the work has continued, in some countries like Lesotho and Mauritius, Memorandum of Understanding are yet to be signed with Ministries and other government departments to enable easier access to and increased confidence to work with councils and communities.	Medium	GL has become adept at negotiating internal government dynamics, working professionally at all times and through all issues.
External - local government		
The limited capacity of councils means that flexibility is required in planning workshops as these are usually spearheaded by the gender focal persons.	Low	This can be resolved through good planning.
Councils have been reluctant to sign individual Statements of Commitments.	Low	GL has worked around this through MOU's with umbrella local government associations and machineries.
Sustaining enthusiasm for the COE work within local authorities after the ten stage process is complete.	Medium	GL is devising a follow up backstopping strategy working with relevant ministries.
The gender stereotypes experienced in some communities due to cultural and social belief systems and cultures.	Medium	In order to overcome this, GL has strengthened the Gender Committees and also encouraged the leadership to lead by example in the issues of gender mainstreaming and educating their community.
Internal - Gender Links		
Capacity: GL has skeletal staff in each country with vast areas to cover	Medium	GL has embarked on country fund raising strategies. Zimbabwe, with Sida funding, will soon become the first GL office to have staff deployed outside the capital city.
Financial constraints: The COE process has high costs and convening the summit increases these costs.	High	In addition to fund raising, GL is exploring a range of cascading strategies that represent greater Value for Money (VFM).



Next Steps

COE cascading and roll out - The SADC Protocol targets are set to be evaluated in 2015. As such it is essential to come up with a post 2015 COE cascading model as the work still has to go on despite the targets coming to an end. It becomes important to build up on existing work to strengthen the post 2015 agenda and a 2020 vision. Except for Mauritius where all

councils are COEs, GL wishes to extend the programme to cover more councils in countries through innovative cascading models, using the gender champion/peer learning and support models, to ensure greater ownership. Looking ahead, it is necessary to segment the ten countries into those where the process is nearly complete; half complete and still far from complete.

Country	Cascading options tested	Forward strategies
Countries COEs nearly complete		
Botswana	Conducted Training of Trainers with Gender Focal Officers from the Gender Affairs Department & Ministry of Labour.	Cascading of the GBV research to district councils within the 10 councils, to be funded by the Gender Ministry. Revisit councils to facilitate backstopping, and revisiting council GBV plans to check on progress in terms of implementation. Ensure effective rollout of the Entrepreneurship programme. Strengthen women elected in parliament, cabinet and local government after elections.
Mauritius	Conducted Training of Trainers with Gender Focal Points in conjunction with the Ministry of Health & Ministry of Gender, Child Protection and Family Welfare and the National Women.	Establish twinning arrangements between local councils to ensure ownership of the process. Cascading the COE process and ensuring that there is backstopping given to councils, implementation of the Entrepreneurship training programme. Increase efforts for women's political influence during local elections in 2015.
Countries COEs half complete		
Zambia	Cascading of the COE process through twinning arrangements, continue with the roll out COE process through the Trained Gender Focal Points & Gender champions that were developed through the TOT.	Councils especially GFP's can ensure that backstopping is conducted within councils to ensure ownership of the process. Intensify campaigns for women political influence in national and local elections.
Lesotho	Cascading of the COE process through working with the Provincial District Gender Officers. Facilitating the various COE stages for GL within the various provinces.	Facilitate enhanced peer learning through local councils, gender ministry to also assist with the ownership of the COE process in councils. Strengthen the existing local GBV plans in line with the GBV baseline study, councils and national government to cost and take ownership of the developed GBV plans. Strengthen the capacity of women elected in parliament and cabinet in 2015 elections.
Namibia	Forward strategy meeting on GL work in Namibia, and the outcome was a conducted training of trainers with GFPs and Champions in collaboration with the Ministry of Gender.	Work with the Gender Ministry and set up Gender fora at provincial level for gender mainstreaming. Continue to raise in-country support and increased actions at promoting the human rights of all, especially LGBTI community. Strengthen the capacity of women elected in parliament and cabinet in 2014 elections.
Countries COE less than half the Council		
Madagascar	Cascading of the COE with facilitation of the process from project SAHA officers. Facilitating the various stages within the different councils.	Develop the new model of working in Madagascar, through the "Hob & Spoke" model where stronger COE councils in the 6 provinces will adopt three local councils, and thus cascading the COE process further. Increase efforts for women's political influence in 2015 local elections.
Mozambique	Cascading the COE process within councils, through the targeted localities.	Arrange for twinning arrangements to reach targeted COE councils, conduct a training of trainers with councils to ensure ownership. Continue with in country fundraising efforts. Strengthen the capacity of women elected in parliament and cabinet in 2014 national elections.
Swaziland	Ensure cascading and facilitation of the COE process, working with the Tinkundlas to also take ownership of the process. Encourage councils to also cost and implement their Gender Action Plans.	Oversee the implementation of the COE process with the Tinkundlas. Facilitate the Entrepreneurship process in councils, and also ensure to seek funding and strengthening partnerships for future synergies.
South Africa	Training of Trainers conducted with GFPs from councils, to facilitate the cascading of the COE process in councils. Facilitation of the entrepreneurship training programme for GBV survivors.	Ownership of the COE process by councils, arrange twinning and peer learning between, councils to ensure adoption and implementation of the COE process. Facilitate the mentorship process for the entrepreneurship programme within local councils through local economic development. Strengthen the capacity of women elected in parliament and cabinet in 2014 elections and increase advocacy in preparation for local elections in 2016.
Zimbabwe	Conducted training of trainers with GFP's in councils, to cascade the COE process in councils.	Continue to cascade the COE process, and also strengthen existing COE councils. Ensure that the signed MOU with local associations is leveraged upon to also encourage the ownership of the process in councils. Facilitation of the entrepreneurship process with GBV survivors. Continue to advocate for gender parity in political decision making.

Partnership building - Strengthen existing partnerships initiate new meaningful ones to further the work and strengthen relevance collaboratively rather than in silos. Work more closely with the councils while providing support in their initiatives and assisting in campaigns. Strengthen collaboration with GBV work through the entrepreneurship program.

Leverage on learning platforms - Showcase best practices in gender mainstreaming at a local government level through the SADC Protocol summits held annually at district, national and regional levels.

Diverse gender identities

GL recognises that gender intersects with multiple aspects of people's identities including race, sexuality, class and ability. To advance women's rights and gender equality, strategies must take into account other forms of inequality. Discrimination and violence perpetrated on the basis of sexual orientation and gender identity, fuels GBV and hinders women's rights and equality. Thus, Lesbian, Gay, Bisexual, Transgender, Intersex, Asexual (LGBTIA) equality is connected to gender equality. Last year witnessed a rise in state-sponsored homophobia and transphobia as well as homophobic legislation across the world. GL produced a policy briefⁱ to examine the situation in Southern Africa, where attitudes remain mixed and legislation varies between countries. It delves into the history of homophobic legislation, and looks at the factors driving prejudiced attitudes in the region. The brief offers recommendations for protecting LGBTIA rights, in order to advance gender equality.

Gender Links convened three workshops with four councils in Namibia - Windhoek, Walvis bay, Swakopmund to pilot the campaign on LGBTI rights with local government partners in Namibia because this is a country with a vibrant civil society and open democratic traditions that allow space for debate and discussion.

The aim of the workshops was to gather "I" stories or personal accounts of violence and/or discrimination experienced by LGBTIAQ people and to sensitise councillors about LGBTIAQ issues. Councils were encouraged to review the local Gender Based Violence (GBV) action plans towards strengthening the response, support and prevention strategies for GBV and



Reviewing GBV Action Planning Workshop in Windhoek, Namibia, to include LGBTI issues. Photo: Veronika Haimbili

discrimination levelled against people on the basis of their gender identity, sexual orientation and expression. These pioneering workshops reflected an openness to engage with the issues at the local level.

The current SADC Gender Protocol (SGP) makes no mention of sexual orientation and gender identity. Although most member states (with the notable exception of South Africa) criminalise homosexuality some softening of the ground is evident.

At the 2013 SADC Gender Minister's meeting in Maputo, Emma Kaliya, an NGO activist from Malawi, and chair of the SGP Alliance appealed to Ministers to respect the rights of all marginalised groups including LGBTIA. Malawi has demonstrated willingness to decriminalise homosexuality. In late April 2014 the African Commission on Human and Peoples' Rights (ACHPR) adopted a resolution condemning violence against LGBTIA people- the first time an African human rights body has advocated that LGBTI people be protected under human rights law.

At the post-2015 SGP Alliance meeting held at the 2014 SADC Protocol@Work Summit, LGBTIA rights created division and heated debate. GL continues to ensure this discussion is included on all agendas. GL will also be including different gender identities in its updated Theory of Change (ToC) and a question on LGBTIA rights will form part of the new Gender Progress Scorecard. The GL News Service increasingly highlights more "sensitive" issues such as sexual orientation and gender identity to create awareness and stimulate discussion on LGBTIA rights as human rights. The GLNS published 11 articles on the issue in the year under review, translated by the French service and republished by several mainstream media.

ⁱ Gender Links 50/50 Policy brief

ⁱⁱ LGBTIAQ Policy brief : <http://www.genderlinks.org.za/article/lgbtiaq-issues-2014-01-07>

Entrepreneurship training for survivors of gender violence



Anne Hilton

Some 1,500 survivors of gender violence in ten Southern African countries are reclaiming their lives through a powerful programme that brings together healing, coping and entrepreneurship skills that enable women to take charge of their lives.

This GL project provides a framework for the development of potentially sustainable entrepreneurship opportunities through an integrated model of life skills preparation, business development skills training, mentorship opportunities and access to resources such as finance. The aim is to test the hypothesis that economic empowerment will increase women's agency and self-realisation thereby increasing their ability to negotiate safe relationships or to leave abusive relationships and make positive choices about relationships.

This report reflects the progress made with the entrepreneurship programme as a tool for increasing the agency of survivors of gender based violence (GBV). The programme comprises three stages: two five day training workshops and a two and a half day meeting to assess business ideas that have been produced by the women. Two monitoring and evaluation tools measure changes which may occur as a result of the intervention. These include baseline Gender Empowerment Index Surveys (GEIs) and "I" stories. Follow up data will be collected in mid-2015 for comparative analysis.

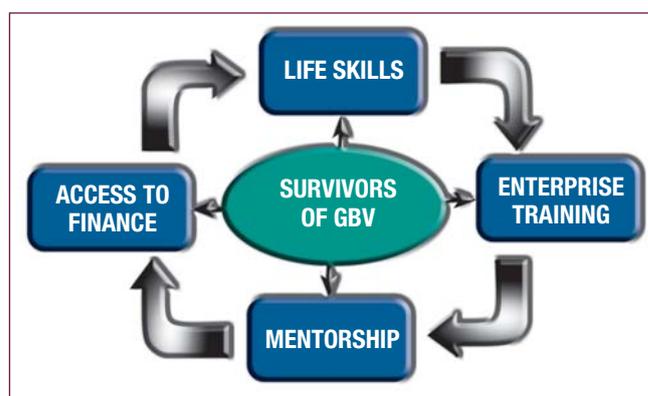
Objectives

The project aims to:

- Empower 1500 survivors of gender violence (15 in ten councils in each of the ten countries where the COE programme is being rolled out) through documenting their experiences and applied entrepreneurship learning linked to local economic development opportunities generated by the councils' gender action plan.
- Enhance agency for survivors of GBV through entrepreneurial training and accessing local economic opportunities.

- Provide women alternatives to persevering in situations where they experience GBV.
- Challenge stereotypes of women in business in emerging markets.
- Connect participants with information, services and resources in their own countries to enhance their ability to succeed.

How the entrepreneurship project works



In recognition of the experiences of the survivors and the impact this has likely had on their self-confidence and self-esteem the project provides a unique combination of life skills and entrepreneurship training to address both personal and economic confidence and self-reliance.

The first stage of the training provides a combination of life skills training and an introduction to entrepreneurship. This phase is aptly called "Taking Charge" and is aimed at building confidence, self-esteem and a belief in a future with the prospect of economic independence. Very important during this workshop is the introduction of computer training. The participants are taught basic computer skills such as how to type documents and send emails.

The second workshop then reintroduces and reinforces concepts and provides further and more in-depth knowledge of business management principles and skills. Topics covered include starting up a business, start-up costing market research, the importance of location, diversity, basic financial skills such as cash flow, record keeping, stock control and funding. The importance of key issues which act as barriers for women in business are also emphasised, such as

the prevalence of saturated markets and access to finance. The third workshop aims to backstop business plans and link women to local economic opportunities facilitated by the council's gender action plan.

The course is accompanied by **three training manuals** in the series called *Taking charge: Empowering GBV*

survivors through life and applied entrepreneurship skills. They include:

- Phase one: Growing agency and business basics
- Phase two: Starting a business
- Phase three: Growing your business

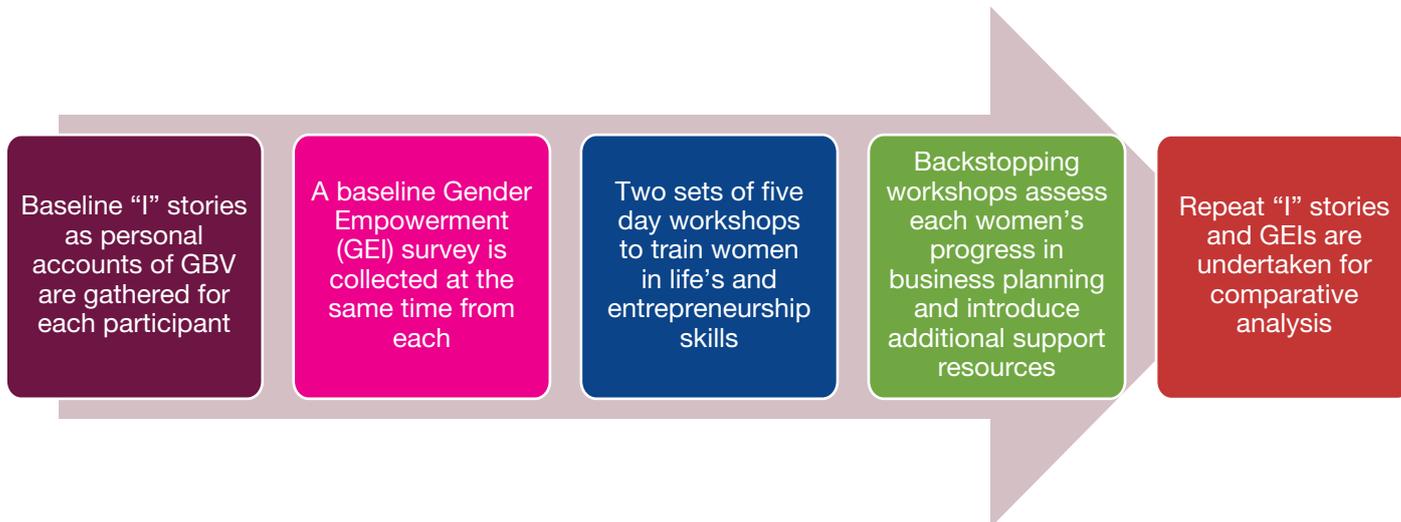
Pre-training	Outcomes
"I" stories and Gender Empowerment Index (GEI) surveys are carried out with survivors of GBV before the training starts.	These combined instruments provide a baseline on which to measure change over time. Both are repeated.
The GEI measures attitudes towards gender relations before.	
Phase one training	
Personal development action plans are completed during this training. A five day course comprises life skills training and an introduction to entrepreneurship and introduces women to computer training. At the end of the five days women complete two exercises in developing a business idea. These are then worked on through the period of the programme.	Goals are set to increase self-confidence and awareness and short term goals.
	Women develop insights and skills for personal and enterprise agency.
Phase two training	
A further five day course, provides more in depth training on business management skills such as financial planning, stock management and record keeping. The women continue to work on their business plans over the course of the training.	Applied knowledge is learnt to start and/or run a business.
	Business ideas are further developed.
Phase three	
introduces:	Business plans are assessed for maturity and plans laid to enhance sustainability.
• Further review of business planning and recommendations for mentorship.	Groundwork laid for networking, identifying business opportunities and possible sources of funding.
• Networking opportunities to identify potential support and opportunities for the women who have completed Phase two.	
• Identifying potential sources of funding in country.	Changes in personal and economic progress is measured.
• Monitoring and evaluation (M&E) is repeated with "I" stories and GEI surveys to measure change.	

The workshops are run primarily by service providers who apply and are vetted in terms of their knowledge and experience of entrepreneurship training and sensitivities to gender issues and GBV. Service providers are contracted and provide comprehensive reports on the workshops and their impressions of the outcomes. In some cases where funding is limited, the training is done internally by competent staff. Local council representatives often attend and participate in the meetings and are able to give advice and support the process.

During 2014 all of the facilitators attended a training of trainer's workshop in Johannesburg where the process, methodology and content of the training was assessed and evaluated from their experiences on the ground. They made very interesting and

important observations which were taken into account by the GL team. The workshop went very well and the GL team and facilitators learnt a lot from this interaction.

In keeping with GL's commitment to rigorous **monitoring and evaluation**, a number of tools have been integrated into the programme; to develop baseline information and to measure change over time. Robust research is essential if GL is to add constructively to the knowledge base on the link between GBV and the economic independence of women. As yet not enough has been done to support the hypothesis that women may be more likely to remove themselves from abusive relationships if they are able to provide for themselves and their children independently of the relationship with the abuser.



The key monitoring and evaluation tools to measure changes in personal and economic agency include:

- **I Stories:** The entrepreneurship programme provides women who have experienced GBV with the opportunity of talking about and documenting their experiences, to enhance their understanding of and capacity to deal with their GBV experiences. These are called “I” stories and are managed within a confidential environment. These stories become the baseline information for measuring change in both the personal agency and income growth since starting the programme. In addition they provide an opportunity for GBV survivors in a community to become a support structure for one another and to strengthen their resolve within a collective environment.
- **Gender Empowerment Index (GEI):** This measures survivors understanding of and attitudes towards

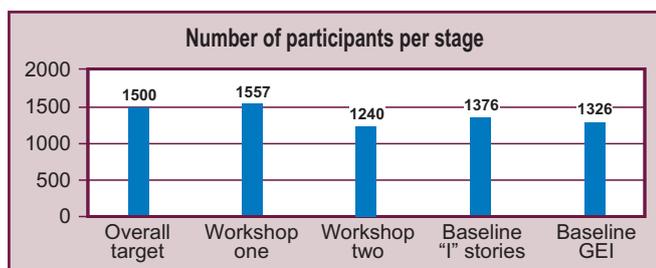
gender relations, their own gender status, their economic position and GBV. This becomes a baseline for measuring changes in attitudes and income during participation in the programme. These are both administered prior to training and again in Phase Three, approximately twelve months apart. This will form the basis for the analysis of the link between economic independence and the decline of GBV.

- **Business planning and review:** Women's business planning gets evaluated at a number of levels within the programme and at some point judged through predetermined criteria for awards at district and national level. Once women have been identified as candidates for mentorship they will be evaluated throughout the mentorship processes for changes in business achievements.

Results to date

Targets for the year	Baseline	Indicators	Achieved
Outputs			
1500 survivors of GBV trained in entrepreneurship.	New	No of participants.	1557
1500 women in 100 councils (15 women x 100 councils) document their personal experiences of GBV (“I” stories) at the inception and end of the project through 3 x 100 workshops.	Thus far GL has gathered and analysed 1027 “I” stories. The follow up stories will be done in July 2015.	No of “I” Stories gathered.	1376 “I” stories gathered. GL Botswana produced an “I” stories book that was launched by the Edwin Batshu, Minister Labour and Home Affairs. The GBV survivors, who contributed to the book, attended the launch.
Outcomes			
At least 75% of the women experience a marked improvement in their economic conditions as a result of the training and access to economic opportunities through the local councils resulting in increased personal income.	Still being computed.	% increase in income.	Still being computed.
At least 75% of the women in the programme enhance their agency and experience a decrease in GBV.	Still being computed.	% increase in income.	Still being computed.

Roll out

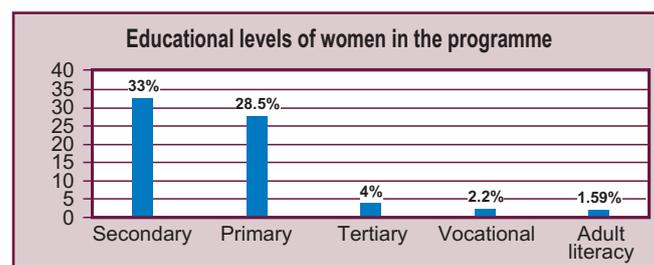


The project has been rolled out to 101 councils in 10 SADC countries since 2013: Botswana, Lesotho, Madagascar, Mauritius, Mozambique, Namibia, South Africa, Swaziland, Zambia and Zimbabwe. All of the councils are Centres of Excellence in Local government and have adopted the enterprise programme as an extension of the gender mainstreaming process. GL rolled out the programme to groups of five councils at a time which became known as “old” and “new” councils to differentiate them. The vast majority of training workshops were completed in country by the end of 2014. The two exceptions were South Africa and Swaziland, where some were carried over to 2015.

By early 2015, 1557 women had participated in the first phase of the programme (57 more than target), and 1240 had participated in Phase Two (this is still ongoing). 1376 shared their first “I” Story or first-hand experience of gender violence and 1326 participated in the Baseline GEI survey - a participation rate of over 85% in each case, providing a healthy, credible sample.

Whilst the outcome research will only be carried out in 2015, some preliminary baseline information is interesting. The data reflects that the largest number

of women have very low incomes in the R1-1000 per annum bracket. The majority of women are over the age of 40 years with some 12% are over the age of 60.



The educational levels show that 33% of the women have secondary education, 29% primary and 4% tertiary. This is fairly consistent with the target group of women who have sought support for GBV through social and welfare facilities in local government. What is important to note is the levels of functional literacy and numeracy tend to be low for many of the women which has hampered the training in areas where this was particularly prevalent and probably added to the drop out numbers in some cases. Whilst the training itself has been designed to be accessible and uncomplicated as possible, the concepts of financial management in particular can be difficult to grasp if educational levels are low.

The stories are diverse but the common thread is violence related to relationships with intimate partners or family members or friends. Many of the stories reflect physical and emotional abuse and the withholding of financial resources. Many tell of the hardships created by having children in an abusive relationship. The example that follows illustrates some of the hardships experienced by the women in the programme.

“In 2002, I met a guy and I fell in love with him. He told me that he wanted us to have a child together and I agreed. When I told him I was pregnant he did not believe me and told me to go for a pregnancy test. I did this and got my results, and he asked me to fax the results to him. Later that day, he called me on the phone using vulgar language. He told me he was not the one who made me pregnant and accused me of hiring a doctor to fake my results. He told me there is no way I could live in another town without being with another man and he hung up the phone. I sat down crying, asking myself where this man got all this false information. He called me 10 minutes later telling me the same thing he told me earlier.

He would chase me away of the house in the middle of the night to go find some food for him. He would

send me to beg around in the neighbours for food. I would the run away and ask for shelter from neighbours because I was scared of going back to him in case he beat me again. All this used to happen in front of my two sons who are grown up now. He would beat me and my elder son and chase us away from the house. I tried reporting him to my in-laws but my mother in-law was too soft for him.

He sold our property and we were left with only one house that I am currently living in with my children. He kept physically abusing me and threatening to sell the house. Fortunately, I managed to stop him from selling the house or even threaten to do so through the courts. Although I often reported him to the police I failed to get the help I wanted because he always bribed the police to brush the case aside.”

District and regional summits

Two participants from each council participated in the GL National SADC Gender Protocol @Work Summits in 2014. The participants presented their business plans, in a new award category called Emerging Entrepreneurs, to a panel of experts who provided feedback. Two winners from each council attended the SADC Gender Protocol@Work regional summit from 25 to 28 May in Johannesburg. The regional summit featured a side meeting on possible economic opportunities linked to cell phone companies. The emerging entrepreneurs will again participate in the national summits and the regional summit to be held in Gaborone, Botswana, in August 2015.

Linking Gender Based Violence and economic empowerment

During the Sixteen Days of Activism on Violence Against Women held under the banner, “End Violence, Empower Women” GL held events in three countries to highlight the link between GBV and economic dependence.

In Botswana key organisations such as the Citizen Entrepreneurial Development Agency (CEDA) which was established by the government to provide financial and technical support for business development and the Local Enterprise Authority (LEA) attended. The organisation of women business owners, the Women in Business Association, BancABC and the largest supermarket chain in Botswana, Choppies, all lent their support to the occasion. Pledges for support

included mentorship, free business accounts, technical training on chicken farming and possible funding opportunities.

In Zimbabwe, representatives of Goromonzi Rural District Council, Chitungwiza Municipality and Manyame Rural District Council attended the event.

Emerging entrepreneurs shared their own personal accounts of the GBV experiences and the programme offered by GL and how this has impacted on their lives.

In South Africa the Department of Small Business Development, survivors of GBV, the Banai faith based organisation, women's empowerment NGOs and the Commission for Gender Equality attended. An even larger group of government officials, business and donor representatives attended a round table convened by the African Development Bank Special Envoy on Gender, Geraldine Fraser Moleketi in early 2015. The former Minister of Public Service and Administration shared a soon-to-be-released ADB report on the relationship between ending violence and empowering women. She made a strong plea for donor and private sector support for the programme.

Skills

The immediate impact of the programme is measured in the skills women are developing. GL's Drivers of Change research in 2014 featured several participants in the entrepreneurship programme. Poonam Sewnarain from Mauritius said: “Without the three training workshops from Gender Links, I would never have been able to be the person that I am today: confident, knowledgeable, self-assured and knowing how to talk to people and to the media.”

New and improved enterprises

The women have presented a wide range of business ideas which they are either involved in or wish to start. Some of these are involved in “traditional” types of business such as catering. Others have demonstrated an interest in a diversity of businesses including a quarry, the privatisation of council toilet facilities, a fish farm and an internet café for the disabled community - see examples that follow:



Geraldine Fraser-Moleketi addresses SA breakfast meeting.

Photo: Colleen Lowe Morna



Nomcebo giving her presentation at the Regional Summit in Johannesburg. She was one of the emerging business entries. Photo: Gender Links

Plus size fashion and women with disabilities:

Nomcebo Dlamini, an entrepreneur from Swaziland who is developing a business for plus sized women, and women with disabilities. She claims that Gender Links built her confidence as a business woman, and now she wants to pass that confidence on to her clients. "My dream is to dress people like me so they can be comfortable in their bodies and have the confidence to lift their heads high. Looking good is feeling good and as a plus-sized woman who is also disabled, I know what would make another woman like me feel good and also look comfortable in," says Dlamini.

Dlamini met GL through entrepreneurship workshops that taught participants how to develop business plans. "GL came to teach us about business plans. They catered for us even if one did not have a plan but a vision for the business they wanted to develop. About 20 of us participated in this initiative. Through this I have been empowered and gained knowledge on how I can improve my business plan. I can talk confidently and know how to approach people in business. I want to register my business and get a license and be able to get tenders."

Privatising public toilets: Judith Musonda from the Lusaka City Council in Zambia won the SADC Protocol@Work summit prize in the Emerging Entrepreneur category in her country.

She had taken the initiative to approach the local council to take over the running of the public toilets which were in the need of upgrading. The toilets were in the Shadreck area of Matero Township in Lusaka, close to the Local Court. This area was also occupied by beer halls and bars. Judith saw this as an opportunity to be a potentially viable and sustainable income generating activity. "This is a good way of raising money to support my future and lessen dependency on other people as has been the case in the past. Note also that

this shall serve as a demand based solution to the community's need for toilet facilities and is likely to reduce urine related pollution around the area," she said. "Having been picked and trained in Entrepreneurship, I am now in a position to complement government efforts in improving sanitation in the country. Such programmes also help in building capacity building in women, which in turn will improve house-hold level incomes."



Colleen Lowe Morna and Judith Musonda at the Zambia SADC Gender Protocol Summit. Photo: Mukayi Makaya

Agency

Through the collection of qualitative and quantitative information and data, GL will be able to contribute to the body of knowledge that economic empowerment will increase women's agency and self-realisation thereby increasing their ability to negotiate safe relationships or to leave abusive relationships. The repeat collection and analysis of data in 2015 will determine the impact the project has had on the economic and social agency of the women.

Pending these results, anecdotal evidence shows that women have demonstrated greater confidence in themselves. They express themselves more confidently in the second workshops. Some women have indicated that the programme has helped them to remove themselves from unhealthy situations or expressed greater levels of confidence for the future if the abuse is in the past, as illustrated by the example that follows:

Mary (not her real name), a South African woman, had been reticent about participating in the GL programme, as she was not sure that she would be comfortable sharing her "I" Story at a workshop. She overcame her concerns however and joined in the process which she found both painful and exciting. She indicated that she had experienced some healing and hope for the future.

She had been in business since 2008 running a small catering business and tuck-shop. She had not done much planning and was just letting the enterprise move along at its own pace but participation in the GL programme changed this for her.

The training inspired her to take her business seriously and she began to apply the knowledge she had learnt. She made business cards, started balancing her books, revised her menu and increased her sales. "This Entrepreneurship training has made me realise that as a single mother who is divorced and supporting my family alone that I am very strong. I often think of my past and the level of suffering and the abuse I had to go through from my ex-husband, I felt like nothing."

In her own words, "Since my first encounter with Gender Links I have learnt a lot. I have had business training before but the training with Gender Links was different, there was a great level of empathy and also a lot of encouragement from the trainer." She learnt to use a computer and was able to start using Facebook.

Entrepreneurs motivated to spread their wings

At a breakfast meeting hosted by Gender Links at the Old Power Station in Santos last Friday for local women participating in the Entrepreneurship Programme, not only inspirational stories were shared, but useful links were made between local government, businesses, individuals and organisations identifying the way towards honing economic growth through enterprise development.

With the motto 'Empower women, end violence through economic empowerment', the focus was firmly upon getting a step closer to offering mentorship to the women who have demonstrated a serious commitment towards running a sustainable business.

Contributors and speakers included Jauckie Viljoen from the Meet the People programme, entrepreneurs Zoleka Mabuto, Henkie van Rensburg and Johanna Baleng, Herchelle Witbooi from SEDA, Nomzi Jika manager of the Thusong Centre, journalist Denise Lloyd from the Great Brak post, as well as Alma Kritzinger, Disability, Gender, Elderly and HIV/



Jeanetta Marais, chairperson of Mossel Bay Tourism, addresses women at a Gender Links breakfast last week. Photo: Cornelle Carstens

Aids officer (Mossel Bay Municipality). Participants shared often emotional testimonials regarding how their journey together has given them a fresh and more determined outlook life in its entirety. Read more in this week's Mossel Bay Advertiser.

The way forward

Social entrepreneurship: A number of women have expressed a need to start a social enterprise such as opening crèches or preschools in their communities. Whilst the training encouraged social entrepreneurship, it emphasised that such business need to be run on business principles. For some it is difficult to align the concept of doing something good for the community whilst recovering the costs of offering the service and take some convincing.

Business management: One of the key aims of the training is to improve business management practises which are often missing at the level of businesses that are targeted. This includes concepts of pricing, cash flow and the wages of the business owner being a cost to the business. For some this was difficult to grasp and at the evaluation process held in Johannesburg with all the country facilitators in May 2014, the issue of grasping financial concepts was raised as needing more time. The second workshop process was increased from three to five days to accommodate this.

The Business Acceleration Programme (BAP) identifies women with good business ideas and potential and

supports them to succeed. The success and development of the agency of women as entrepreneurs is built in through mentorship and coaching on a one on one basis. A parallel process of identifying potential business opportunities in the public and private space will be integrated into the mentorship process. Mentors will be accredited in the 10 countries through a prescribed selection. Not all of the women we support will be able to or want to grow their businesses. They may want to remain very small and meet their needs and the needs of their family. They have the right to make this choice but how we continue to support them to get the most out of this becomes important. How can they make better business choices, access opportunities and leveraging off the needs of the local market are all considerations.

Access to finance and mentorship

Key issues related to access to finance for women in business include:

- Lack of assets to offer as security
- Lack of experience in financial services
- Gender unfriendly services and products
- Bias towards micro finance as a primary source of funding for women in business

- Women don't build equity with their repayments to micro finance
- Women stuck in high interest small loans as nowhere else to go
- Loans often in groups which constrains those that do not suit this model
- Size of loans do not support growth

Interventions that have been identified to address access to finance will include:

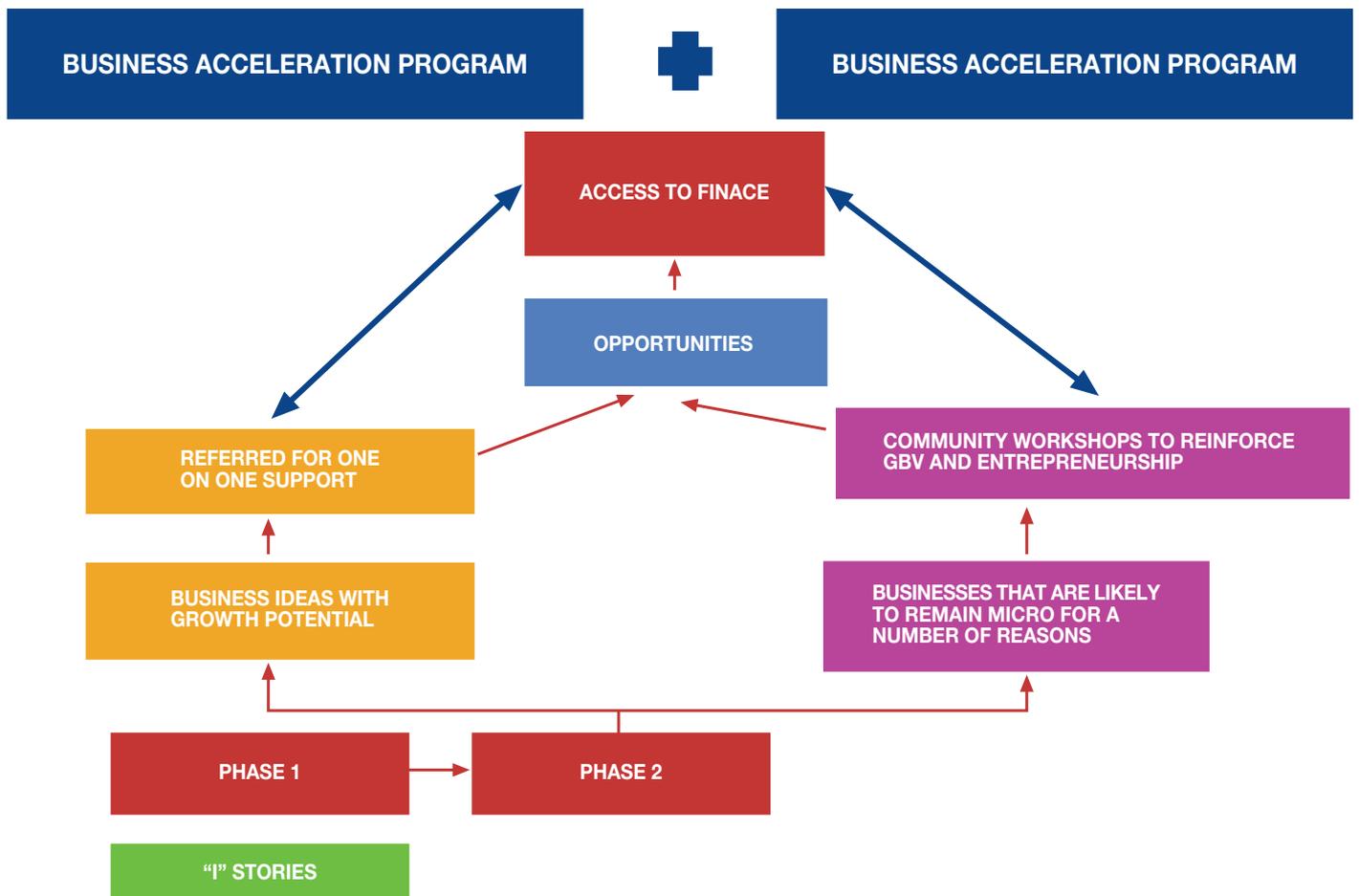
- Identify potential sources of funding in each country.
- Map these against councils we are working with.
- Approach key financial institutions with proposals to support GL program with loans to survivors:
 - Micro finance - check their lending model and gender positioning - lending to women does not automatically translate into a gender sensitivity.
 - Banking institutions - will probably need to tailor such solutions and negotiate terms.
 - Corporate support - e.g. to guarantee loans and cover potential losses to give risk cover to banks.
- Utilise the integrated model of financial and non-financial to support loans and manage credit risk.
- Develop a strategic positioning for post 2015 which addresses key issues and which can positively influence the transformation of financial services to women in the SADC region as part of the post 2015 agenda.

Institutional support

- The programme itself should be reviewed to identify COEs with the will and programmatic resources to take over the groups of women once trained rather than after the training. This will enhance the project in a number of ways including the tailoring of responses in line with local conditions.
- Spread the risk of the ongoing support of these women to both the public and private sector through a range of relationships and partnerships and raise money where possible to pay for professional mentor services where they are needed e.g. specialised expertise.

“As per our conversation, it was really great to hear about the inspiring work you do with women across Africa. Following on from my discussion with the team here, please find attached in this email information about partnering with the programme, along with our mentee partner application form which we would love for you complete at your convenience. We would be looking at the November 2015 intake of mentees and mentors. We look forward to receiving your application form, and in the meantime, please let me know if you had any questions at all and I would be happy to be of assistance.”

Alicia Malouf
Mentoring Programme Manager



This is the story of one of the survivors who has done the GL entrepreneurship training. She has been successful in business in the past and now has the confidence to start again as she feels stronger and more confident.

I started seeing my husband when I was 20 years old.

In 1982, I had my first born and found a job as a nurse in a hospital. He said his wife won't work night shifts and I did not take that job. He started to beat me.

In 1985 I got my second child he would beat me, take his children from my home and sometimes we ended up going to the street committee because he would like to just create problems or conflicts unnecessary and he was a heavy drinker and would involve my mother in those conflicts.

In 1988 we got our house but life became worse, he was no more working. He would look at what time I arrived from work even if I am 10 minutes late, he would beat me.

In 1989, I lost my job and I took my package and bought a Taxi. In addition, I started a business selling cases of cold drinks and beers to businesses selling these things. I also found a job and I was working well and my business was going well, the taxi business was working well. But because I was working he would stay at home to sell but I won't see any money

because he would steal cold drinks cases to sell to Spaza's,

bring friends would cook, braai meat and they would feast and drink all my stuff. He would take the money, go, and drink the money and would tell people that he won't work, his wife is rich so he took a long time not working and at that process, he would scold me, beat me, there was no peace at home, even in front of the kids.

When I was pregnant with my third child he would still beat me. He was the kind of a person when you will not say let us break up because he will beat you to death. One day I also asked him to please, let us break up this marriage because even my mother could not help. I tried to go home and live with my Mother but she would tell me that I can't stay at my home because she would say I'm afraid because you are married, we took the lobola money.

Through all this I used money from my business to extend my house and put a garage and two extra rooms but in 1995 I resigned at my job and my businesses collapsed because of mismanagement of monies and stealing of the goods by him. He would even interfere in the taxi business and lose me money.

Life kept on getting tough and after my husband found a job he could not buy food or support the children. I decide to sell the house but I did not get that much because of many debts. I worked by picking up rubbish, I then keep on doing voluntary jobs as a care giver and in 2007 my first born passed away. In addition, by then my husband had come back and I allowed him to come back for the safety of his children but he was bankrupt financially depended on me for everything.

In 2009 my husband was killed.



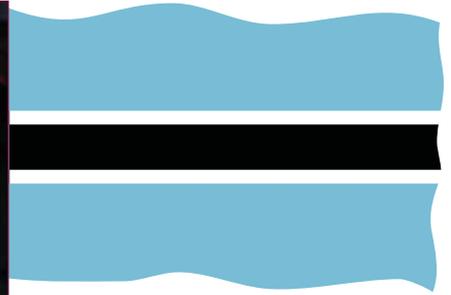
BOTSWANA



Gomolemo Rasesigo - Country Manager



Keletso Metsing - Programme and Finance Officer



Country	Botswana
Association Member	Athalia Molokomme
Board Member	Ntombi Setshwaelo
Staff Members	Gomolemo Rasesigo and Keletso Metsing
When registered	2009
Alliance focal network	Botswana Council of Non-Governmental Organisations (BOGONGO)
Government COEs	27
Media COEs	7
Key partners	Botswana Association of Local Authorities, Gender Affairs Department, BOCONGO, UNFPA, UB Media Studies, Press Council Botswana, Friedrich Ebert Stiftung, American Embassy, SADC Gender Unit, SADCNGO and Ministry of Local Government and rural development

Protocol@Work Summit facts

- The Botswana Summit brought together 150 participants, 53 men and 127 women from local government institutions, media, government and civil society organisations.
- 44 entries were made by 38 women and 6 men, in 16 different categories amongst the winners the presenters were 10 women and 2 men.
- 19 Local Councils were represented, amongst them Honourable Mayors, Councillors, Secretaries and staff. The summit also hosted NGOs, faith based organisations, representatives from the Botswana Police Stations and University of Botswana.
- Various media houses covered the event including Mmegi, The Voice, Daily News and Botswana TV.

The winds of change swept through the office, and succession planning had to be implemented to ensure a smooth transitioning and hand-over to new staff. In June 2014 Gender Links Botswana bid farewell to country manager Keabonye Ntsabane who had been with GL since the Botswana office opened in 2006. During the Botswana Summit GL HQ and country staff organised a farewell, to thank and pay tribute to the footprints she left at GL and in Botswana.

Background

In 2009, GL opened a satellite office in the capital city of Gaborone to cascade its regional gender mainstreaming programmes at the local level. This was a strategic move since the headquarters of SADC are also based in Gaborone. There are currently two full time employees, as well as one intern and a part-time office assistant.

The mandate of the office includes strengthening the GL profile in Botswana, providing national programme support to mainstream gender in media and governance at a local level and to ensure the efficient implementation of planned activities in these areas.

Since its establishment, the office has managed to build strategic partnerships with the Ministry of Local Government and the Ministry of Labour and Home Affairs which have resulted in receiving both financial and in-kind support for the implementation of gender action plans in local councils. In addition, this partnership led to a memorandum of understanding being signed between GL and the Gender Affairs Department. The Department then collaborated with GL to conduct the Botswana Gender-Based Violence Indicators Study. The Botswana Association of Local Authorities (BALA) is another close partner. This collaboration has yielded positive results and contributed to the development of GBV action plans in 27 councils of Botswana including districts and sub districts. BALA's

financial and human resource support has greatly helped in gender training for local government and the councils continue to show case their gender responsive governance at the annual Gender Summits. The councils also demonstrate willingness and ownership by paying for their own transport and accommodation during this period.

Key achievements

- 27 councils completed stage four and five of the Centres of Excellence programme, and compiled their gender action and GBV plans, which are now online. Seven councils submitted plans for the Sixteen Days of Activism campaign.
- Advocacy workshops for aspiring women politicians competing for council seats in the 2014 general elections were held between August and September. The workshops reached a total of 120 women as part of the Women in Politics training.
- The Botswana office managed to raise local funds from the Department of Gender Affairs for the Summit and councils contributed by sponsoring transport and accommodation for their participants at district summits.
- GL Botswana maintains a good relationship with UNFPA and has been given bridge funding for two years to carry out gender mainstreaming work.
- Ninety-two survivors of gender violence were trained in entrepreneurship development skills and were able to produce business plans.
- A second "I" stories booklet containing first-hand accounts of gender violence was published and launched in 2014.
- The Botswana office had the opportunity to host the DFID evaluator from the 3 to 5 December. During their visit they met with some major partners like BOCONGO, SADC Gender Unit, Department of Gender Affairs, BALA, Lobatse District Council and the Attorney General. The meetings were a success and demonstrated the good work of GL Botswana.

Key challenges

- Councils do not have funds deliberately earmarked for gender mainstreaming. Those that are able to carry forward their gender plans do so by using funds budgeted for other activities.
- The transfer and shifting of the trained gender focal persons to different areas proved to be a challenge, as the momentum is hindered and new focal persons have to be trained.
- Media COEs do not take full ownership of the gender mainstreaming process, and fail to implement the gender policies they have developed with GL. There were also some cases where journalists who had undergone training moved to other media houses that are not COEs.
- There is a small pool of local funders within Botswana which hinders the rolling out of existing work and new programmes such as the entrepreneurship training.



Botswana country staff handing over a certificate of participation at the District summit.

Photo: Gender Links

- Botswana has still not signed the SADC Protocol on Gender and Development which expires end 2015. However, the post-2015 revised Protocol in the pipeline presents an opportunity to encourage Botswana to join SADC in committing to a renewed Protocol.

Lessons learnt

- There is a need to closely support and monitor councils and media houses in their COE work, to ensure implementation and encourage ownership of gender mainstreaming initiatives.
- GL Botswana should work to strengthen relationships with relevant stakeholders and partners for leveraging and funding purposes.
- Finding alternate funding is crucial and the office must always keep the principle of value for money in mind, to ensure resources are used optimally.

Key priorities for 2015

- Local fund raising, as current funding soon comes to an end.
- Cascade COE work to five new councils. Conduct gender mainstreaming training with newly elected gender champions and women commissioners.
- Start lobbying for commitment to a stronger post 2015 gender agenda to ensure Botswana signs when the revised Protocol is finalised.
- Strengthen relationship with the SADC Gender Protocol Alliance.
- Hold 2015 District and National Summits, and host the Regional Summit ahead of the SADC Heads of State Summit.
- Complete phase three entrepreneurship training in ten councils and seek mentorship for emerging entrepreneurs.
- Select five new entrepreneurship FLOW councils, collect 100 "I" stories and launch another booklet with UNFPA funding.
- Strengthen media COE work through the implementation of the gender media policies and reach out to more media training institutions for the Gender in Media Education programme.

A downward spiral in women's political representation

By Ntombi Setshwaelo, Board Member, GL Botswana

Botswana continues to be lauded as a shining example of democracy and model of excellent political governance. However, after almost fifty years of independence the representation of women in politics belies that praise. During the first ten years after independence, female representation in Parliament was non-existent. Subsequently, between 1974 and 1989, the numbers hovered between 0% and 4%. The next election in 1994 brought on a modest leap to 7%, followed by a more encouraging soar to 18% in 1999 - albeit still way below the 30% target set by the 1997 SADC Declaration. From then on, a downward trends emerged. Ratios spiralled down to 11% in 2004, 7% in 2009 and 6% after the latest 2014 general elections.



The March 2015 UNECA Profile on Botswana aptly explains this downward spiral: "The main challenges to achieving gender equality continue to revolve around institutional mechanisms, funding, capacity enhancement, and research monitoring and evaluation." These challenges generally manifest in: 1) Absence of provision by the Botswana Constitution for quotas favouring women. 2) Political parties' failure to apply quota system effectively. 3) The first past the post electoral system, which is not conducive to women's access to higher political position. 4) Blindness to the critical connection between participation of women and socio-economic development. 5) Difficulty in recognising that women rights are human rights. 6) Extreme delays in ratification and implementation of legal instruments. 7) Gender Affairs Department undersized and financially under-resourced, considering that office's scope of work. 8) Women NGOs struggles to optimally fulfil their mandates or survive. 9) Low voter literacy levels of electorate. 10) Deterrents that disable women from standing for political office (social obligations, means, marginalisation, hostilities). 11) Poor media coverage of women's agenda.

The Botswana Government Beijing+20 report offers little assurance for women in politics, "So far there are no indications regarding the public agenda to consider modifying the electoral process to allow for deliberate measures to ensure that a critical mass of women is elected, for expediency in political decision making at all levels". The report also bleakly admits that the majority of international commitments that the Botswana government is party to are yet to be domesticated. For instance it took almost seventeen years for Botswana to ratify the Convention in 1996, and now almost twenty years later, it remains undomesticated.

Meanwhile, the SADC Protocol on Gender and Development is yet to be signed and the MDGs are still far from being met. Botswana does not have a budget that is gender responsive, nor has anything been done to implement gender sensitive budgeting. Local NGOs working to advance gender equality have been crippled since most international donors withdrew their sponsorship after Botswana was declared a middle income country. For instance, Women's NGO Coalition, Botswana Caucus for Women in Politics and WILSA folded. Important initiatives suffered as a consequence - specifically those providing voter education as well as training of female political aspirants and community mobilisers - which had all played a decisive role in the unprecedented and unsurpassed 18% women parliamentarians in 1999.

We need to put renewed pressure on the Government of Botswana to expedite the domestication of international and regional instruments so they are held accountable for the advancement of gender equality lest we see women lose out again in the 2019 elections.



Keletso Metsing helping women in politics to create Email addresses.

Photo: Gender Links

LESOTHO



Mantebheleng Mabetha - Country Manager



Ntolo Lekau



Fuzakazi Mqungwana

Country	Lesotho
Board Member	Rethabile Pholo
Staff Members	Mantebheleng Mabetha, Ntolo Lekau and Fuzakazi Mqungwana
When registered	February 2011
Alliance focal network	Women in Law Southern Africa (WLSA-Lesotho)
Government COEs	40
Media COE's	8
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.

Protocol@Work Summit facts

- 109 participants - 72 female, 37 male.
- 62 entries - 46 women and 16 men from ten categories.
- One man and two women runner ups, ten female and two male winners.
- Organisations were represented: 20 civil society, eight councils, four media houses, one government ministry and one donor.
- Entries were called in from all the ten districts of the country. These covered good practices from different categories: Local government COEs, Women's Rights, Gender Based Violence, Climate Change, Leadership, Alliance and Coalition Building, 50/50, Government Ministry, Media - Print, TV and Radio.

In 2014, GL Lesotho continued to make strides toward gender equality and continued to leave giant footsteps across the country. GL Lesotho held two district summits for the local government Centres of Excellence (COEs). The national summit was a great success event that was attended by over one hundred people from all over the country.

Background

GL registered its Lesotho office in Maseru in February 2011. The mandate of the office is to implement all the stages of

the Centres of Excellence which is a project aimed at local government councils to ensure gender is mainstreamed from the grassroots level. Initiatives have been taken to ensure that local authorities and various women's groups engage further with issues of equality, gender based violence, women in politics and gender in the media.

Key achievements

- In March 2014, GL Lesotho held its first district level summits for the local government COE's. Twenty-eight COE councils attended the district summits and eight of them proceeded to the National summit. Three councils made it to the Regional Summit in Johannesburg, where one council won a runner-up award.
- GL Lesotho established ten more government COEs in 2014 working in partnership with the Ministry of Gender and Youth, Sports and Recreation. This increased the total number of COEs to 40.
- Twelve new councils have developed their gender action plans and have completed stages one to eight of the COE process.
- GL is also expanding the work on economic justice through the entrepreneurship programme which aims to empower women survivors of gender violence. In 2014, five more councils became part of the entrepreneurship training and this brought the total number of councils taking part in this programme to ten. Two-hundred women survivors from these councils completed training in phase one and phase two.

- Four councils involved in the entrepreneurship training completed phase three and have revised their GBV action plans to align them with the results of the GBV Indicators Study.
- There were six village level workshops held and a total of 1200 monitoring and evaluation forms were administered and uploaded online.

- A considerable number of media COEs managed to complete many stages up to gender policy development, including those that were introduced to the process for the first time.

A passion for gender equality in the council work

By *Thato Mokuena*

I work at the Senekane Local Council. I oversee a number of departments, including road construction, water services, health sector service, and markets in my council. I ensure that the allocations of jobs is done in accordance with principles of gender equality. If there is a job which needs to be done, I draw up a list of the names. Then I find out how many are female and how many are male. Then I allocate an equal number of both sexes to the job. When I am dealing with the tendering process, I apply the same principle. We get construction and catering tenders, and we focus on gender when we allocate these in the council.

I have seen great changes in men. In the past, men thought that as the head of the family, they were the only ones who were supposed to take up formal employment. However, they have come to understand that women can take up formal employment too. I have seen that men now understand that if women are empowered, it does not mean that men's position will be compromised. In the past, many men believed that women wanted to undermine their authority. Now, they are starting to see that all jobs can be shared and done equally by men and women. My council has changed how they do things. They used to think that only men could work in the donga or in construction, but now women are taking part in construction, and men are taking part in catering.

I believe that women should be more empowered. My own attitude has changed, because now I can see the impact of women in decision making positions, even though they are not many women leaders. At the community level, I facilitate public gatherings for local council meetings, and I always try to tell people about the SADC Gender Protocol.

Gender Links has taught me a lot of things which I never knew to be part of my job within the council. I was taught about climate change, IT and gender budgeting, in addition



Thato Mokuena - Councillor in Senkane, Lesotho.

Photo: Gender Links

to gender equality and justice. These have greatly changed how I work in my professional and personal life. There are many skills that I have gained working with GL. For example, the cyber dialogues have enabled me to network with other organisations. I enjoyed the cyber dialogue during the Sixteen Days of Activism campaign. I could chat with many people about gender and we ended up networking. I have also been trained as part of their training of trainers. I have attended and participated in the summits and in 2014 I competed for the women's rights award.

The person who had really driven this change in me was Malepota Mafeka, former GL Lesotho Country Manager, who has now passed on. She was the person who trained and worked with us in the council. Whenever we had any issues with gender, we would go to her. Working with Ntolo Lekau has also been fruitful and we continue to fight for gender equality and justice in the council and community at large.

Key challenges

- Councillors' low literacy levels delay the completion of the COE process, as it takes a long time for them to understand and commit to the processes.
- There is no memorandum of understanding between GL and the Ministry of Local Government and Chieftainship. This often hampers the COE work, especially where there is need for central government to intervene.
- Councils do not have budgets dedicated for gender

activities. The Ministry dictates council budgets, and therefore slows progress of gender mainstreaming activities.

- The Ministry of Communication has not yet signed the memorandum of understanding give a go ahead on the implementation of the media project, because political challenges continue to affect the highest authority in the Ministry.
- Many of the media houses, particularly print media, are less able to commit to the COE initiative and training

due to tight deadlines and very busy newsrooms. There is also a misguided unwillingness among media houses who believe that gender responsive content does little for their listenership and/or readership, thus do not see the COE process as worthwhile.

Lessons learnt in 2014

- It is very important to strengthen the partnership with the Ministry of Gender as this helps GL to encourage government ownership of gender mainstreaming and to multiply their efforts to more councils.
- Signing MOUs with the Ministries really helps to ensure implementation of the COE process and sustainability of collaboration between GL and local government.

Key priorities for 2015

- Hold two district summits and a National Summit.
- Introduce the COE process to 20 new councils to bring the total up to 60. Ten of these councils should be trained by the Principal District Gender Officers.
- Follow up on the signing of MOUs with the Ministry of Local Government and the Ministry of Communications.
- Launch the Lesotho GBV Indicators Study and ensure at least 20 councils develop GBV action plans.
- Complete phase three of the entrepreneurship training in six councils.
- Conduct the repeat "I" Stories workshop in order to monitor the degree of change following the entrepreneurship training of 200 women survivors of violence.

Peace restored, but where are the women?

By *Rethabile Pholo, Board Member*



Lesotho is breathing more easily after the political crisis in 2014 that almost resulted in a coup. Early elections restored democracy, but women are still glaringly missing from political decision-making in the last election before the 2015 SADC Gender Protocol deadline for gender parity.

In June 2014, Prime Minister Thomas Thabane suspended parliament because of conflict within his coalition, leading to criticisms that he was undermining the government. In August, after Thabane attempted to remove Lieutenant General Kennedy Tlali Kamoli from the head of the army, the Prime Minister fled the country alleging a coup was taking place. South African Deputy President Cyril Ramaphosa, on behalf of SADC troika, went to Maseru to pursue a regional mandate to help restore peace, stability and democracy to the country. The threats of coups and political rivalry are not uncommon to the Lesotho Kingdom and the country has experienced instability for the last few decades.

Even though Lesotho is said to be amongst the countries in the world that have made significant progress toward achieving gender equality this does not seem to be the case when it comes to women in politics. In the 2012 national elections there were very few women candidates contesting constituency seats. In order to address this worrying state of affairs, in 2011 during review of the National Assembly Electoral Act 1992, the Commission came up with a provision that mandated political parties to ensure their proportional representation (PR) lists included an equal number of women and men and were zebra-style. These provisions made a significant difference in the 8th Parliament as the number of women increased more than ever before. At 49%, Lesotho still holds the record for women's representation in local government, down from 58% in the 2006 elections.

The 2015 elections were held on 28 February, more than two years ahead of schedule due to the 2014 political crisis. Following mediation facilitated by the Southern African Development Community (SADC), King Letsie on the advice of the Prime Minister Tom Thabane, dissolved the Eighth Parliament.

Since the zebra-style requirement applies only to the proportional representation component of Parliament, women are still a significant minority among the constituency candidates. Of the 1,116 constituency candidates in the 2015 elections, only 30% were women.

The Lesotho parliament comprises 120 seats. 80 are filled on a First Past the Post (FPTP) basis. The remaining 40 seats are distributed among parties on a Proportional Representation (PR) basis. The Electoral Law requires that women be equally represented in the PR seats, but not the FPTP seats. Nine women and 71 men won constituencies. Women won a further 21 seats in the Proportional Representation seats, giving a total of 30 women out of 120 or 25%, compared to 26% prior to these elections. Five women lead ministries out of a total of 26 (20%), compared to 22% before. Lesotho has missed the 2015 deadline and now has to re-position for the post 2015 agenda.



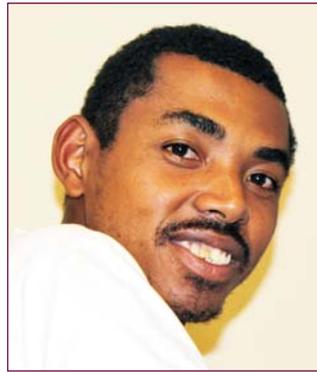
ABC supporters at a rally.

Photo: Google Images

MADAGASCAR



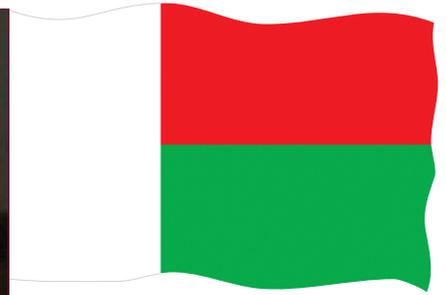
Ialfine Papisy - Country Manager



Razanandratefa Zotonantenaina



Rakotonirina Claudia



Country	Madagascar
Staff Members	Papisy Ialfine, Razanandratefa Zotonantenaina and Rakotonirina Claudia
When registered	30 June 2011
Alliance focal network	Fédération pour la Promotion Féminine et Enfantine (FPFE)
Government COEs	67
Media COEs	6
Key partners	Ministère de la Population de la Protection Sociale et de la Promotion de la Femme; Ministère de l'Artisanat de la Culture et des Patrimoines; Association des Elus Sensible au Genre (AESG); Conseil National des Femmes de Madagascar (CNFM), EISA, UNESCO; UNFPA; UNDP; Centre de Presse Malagasy; Direction Interdisciplinaire et de Formation Professionnelle (DIFP); Université d'Antananarivo

Protocol@Work Summit facts

- 187 entries were selected.
- 40 (20 more than 2013) candidates presented their good practice during the national summit.
- 37 COEs participated- 12 councils from Fianarantsoa, 18 from Antananarivo and seven councils from Toamasina.
- Seventeen winner certificates were awarded to the best performing candidates.
- At the Regional summit in 2014, only one person out got a prize. It was Farah Randrianasolo who won best French contributor for the Gender Links News Service

Background

Gender Links (GL) Madagascar office obtained its headquarters agreement from the Ministry of Foreign Affairs on 30 June 2011. The Madagascar office implements GL's Governance, Entrepreneurship and Media programmes. In addition the office works closely with the Madagascar alliance focal point, the Federation for Promotion of Women and Children (FPFE).

Partnerships have also been developed with organisations who share the same vision as GL-the Association of the Gender Sensitive Elected (AESG), CNFM, and UNESCO.

After the regional summit in 2011, having won the prize of the Centre of Excellence, all members of the Malagasy delegation decided to create an organization called "Association of Elected Gender Sensitive - AESG". The association is now formal and the general objective is to popularize the gender approach in all localities in Madagascar. Members are convinced that we cannot talk about development without the equal participation of men and women. The members of the associations are mayors, councilors, representatives of the Ministry of Population and Social Affairs and also the Ministry of Decentralization, civil society and various technicians.

The geographical location in Madagascar make it rather unique, municipalities in Madagascar are a division of region that lie one level down from provincial government, forming the primary level of democratically elected government structures in the country. Madagascar has 1549 municipalities, divided into three categories. Municipalities can belong rural or urban. Rural municipalities are divided in two categories 1st and 2nd. Madagascar is divided into 1549 councils, 119 districts, 22 regions and 6 provinces. The COE process had the strong support of UN agencies such as UNFPA through the Ministry of Population, Social Affairs and UNDP. In 2013, the COE project gained the support of the European Union (UE). Currently, 67 councils are part of the COE process.

Key achievements

- **Government Centres of Excellence:**
In 2014, the governance programme concentrated on the implementation of the Women and Local Elections project, funded by the European Union. This is now being rolled out in 16 new councils in four regions - Melaky, Diana, Androy and Anosy. The first activity of the project was organising a Training of Trainers workshop for 25 trainees (gender focal persons and champions), to carry out the COE programme. The official opening of this training presented an opportunity to launch the project in the presence of the European Union Delegation which funds a lot of GL activities in Madagascar.
- **Gender Protocol Summits:**
The third Madagascar National Summit took place between 8 and 10 April 2014, presenting opportunity to measure progress toward achieving gender equality in Madagascar. The summit was followed by a workshop on the 50/50 campaign and post 2015 gender agenda. The National Summit was preceded by three district summits in Antananarivo, Fianarantsoa and Toamasina. These summits aimed to evaluate progress made by the COEs in these districts. Winners from the National Summit went to Johannesburg to compete at the fifth Regional Summit which took place on 28 to 30 May 2014. In order to prepare the delegation for such a high level event, each candidate was assisted to improve power point presentations and speeches as part of their presentations to judges.
- **Media Centres of Excellence:**
In 2014, the media programme focused on completing stage seven of the COE process. Several capacity building workshops were held on gender and climate change; health; and economic justice. As part of the COE process journalists, actively participated in the Sixteen Days of Activism campaign. In order to link GL's governance, entrepreneurship and media programmes, the journalists also profiled the entrepreneurship training for survivors of gender violence.
- **Entrepreneurship Project:**
The entrepreneurship project was rolled out in Madagascar in 2013, to empower women survivors of violence to become economically independent. In 2014, ten councils benefited from this programme - Bongatsara, Tsiarahy, Moramanga, Toamasina, Morondava, Ambatondrazaka, CUA, CUT, Manjakandriana and Majunga. 185 "I" Stories were collected from the women trained in these ten councils.
- **Sixteen Days of Activism:**
In 2014, GL Madagascar focused more on exchanges between council stakeholders and women survivors of violence. Two parallel workshops were organised in five councils, namely Bongatsara, Tsiarahy, CUT, Moramanga and Morondava. In one workshop, municipal officials and development actors updated the GBV action plans, while in the other women survivors started phase three



Winners at the 2014 National Summit in Antananarivo, Madagascar.

Photo: Gender Links

of the entrepreneurship training. Women survivors had the opportunity to share their opinions concerning the GBV action plans to ensure it took their needs into account.

Key challenges

- Due to political instability in the country, local government elections were postponed. This not only creates some uncertainty in terms of political relationships, but also with planning 5050 campaign strategies.
- Fundraising remains a critical part of sustaining the work in Madagascar, but raising local funds is difficult and COEs have not yet own the processes by setting aside budgets for gender mainstreaming.

Lessons learnt

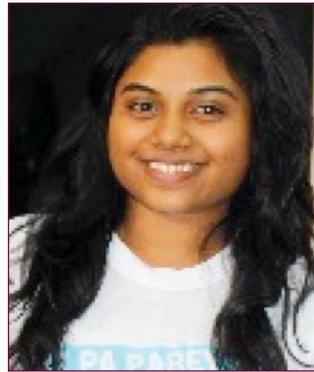
- It is important to encourage camaraderie and team spirit - working together effectively ensures objectives are met.
- Working closely with councils and partners is important for ensuring sustainability and ownership of the COE process, and partner collaboration creates opportunities for leveraging and in-kind support.
- In 2013 the Malagasy delegation took home seven awards from the Regional Summit. 2014 the delegation took home only one award from the GLNS. Thus there is need to improve its work in the field; ensure COEs are better able to demonstrate the impact of their work and must provide more evidence of good practice; and ensure beneficiaries understand that GL's work seeks to promote change at a public, private and individual level.

Key priorities for 2015

- Implement and complete the Women and Local Elections programme with the European Union, as well as continuation of the 5050 and women in government campaign.
- Complete stages of the entrepreneurship programme in existing councils, and roll out training in new councils.
- Escalate and prioritise fundraising initiatives both locally and internationally. Encourage donations and in-kind support from country COEs and partners.
- Host the 2015 district and national summits.



Anushka Virahsawmy -
Country Manager



Sheistah Bundhoo - Intern



Country	Mauritius
Board Member Francophone offices	Loga Virahsawmy
Staff	Anushka Virahsawmy and Sheistah Bundhoo
When registered	September 2008
Alliance focal network	Media Watch Organisation
Government COEs	83
Media COEs	4
Key partners	National Empowerment Foundation, Ministry of Women's Rights, Child Development and Family Welfare, Equal Opportunity Commission, Small and Medium Development Authority (SMEDA), National Women Entrepreneur Council, National Women Council, Ministry of Health and Quality of Life, Ministry of Environment and Sustainable Development, Ministry of Local Government, Prime Minister's office, Mauritius Broadcasting Corporation, La Sentinelle Group, Le `defi Media group, Dis Moi Organisation, Media Watch Organisation, Women in Networking (WIN), Collectif Arc En Ciel (LGBT), European Union, Australian High Commission and United States Embassy.

Protocol@Work Summit facts

- 42 participants; 30 women and 12 men.
- 12 women and four men winners; three men and six women runner ups.
- 27 organisations were represented including two rural and four urban councils; two media houses and two government entities.
- The summit was attended by a total of 70 participants (entrants, judges, chairpersons, government entities and civil society organisations including partners); 61 females and 9 males.
- 82 people were present for the opening ceremony.

The year 2014 was a great success. During Sixteen Days of Activism, the European Union, the United States Embassy, P and P Links, Dragon Printing and Dis Moi were approached to help with the campaign. Within a space of three weeks GL Mauritius raised enough money and in-kind support to host a bus campaign, print t-shirts, postcards and produce a song that went on air across the country. It was heart-warming to see people coming together and

to witness women's determination especially when they realised that they have rights and the power to determine their futures.

Background

The office was established in September 2008 with specific focus on three main areas of work: gender and governance; gender and the media and gender justice. The main partner of GL Mauritius is Media Watch Organisation, which is also the focal network of the SADC Protocol Alliance. The office has signed a memorandum of understanding with the National Empowerment Foundation but gets support from different stakeholders including ministries and embassies for workshops and events.

Key Achievements

- Government and media Centres of Excellence:
GL Mauritius planned to work with 21 villages across three councils but instead worked with 31 villages. Many drivers of change stories were gathered at various workshops and 31 gender action plans were developed.

The in-kind support from COEs exceeded expectations and the media showed incredible commitment by covering all GL events.

- **Sixteen Days of Activism:**

As part of the Sixteen Days campaign, the Australian and UK High Commissioners to the Seychelles partnered with Gender Links Mauritius, the Seychelles Ministry of Social Affairs & Gender, and the University of Seychelles, to hold a workshop from 2-3 December 2014 on measuring gender based violence in the country. GL and partners organised a vibrant bus, radio and social media campaign to raise awareness, stimulate debate and revitalise national responses to GBV. Back in July 2014, the Australian High Commission and the Mauritian Ministry of Gender Equality, Child Development and Family Welfare partnered to support the visit of Senior Sergeant-Melinda Edwards from Alice Springs Police Prosecutions Section. During her visit, Edwards conducted a series of workshops and training sessions that were focused on addressing GBV in Mauritius. GL also partnered up with the only LGBTI organisation in Mauritius to advance the rights of all people; and support equality and diversity.

- **Gender Summits:**

The Mauritius National 2014 Summit took place on the 22 and 23 April 2014 at Gold Crest Hotel. The summit was recognised by the minister of Local Government and Outer Islands as a great learning platform for sharing good practices on gender mainstreaming. It was a great success with a wide range attendants from the Prime Minister's Office, ministries, the private sector and other NGOs.

- **Study visits and workshops with 12 councils:**

The main objective was to share best practice and strategise around issues such as gender and climate change, GBV, women in politics, media and the post 2015 gender agenda.

- **Entrepreneurship training:**

During 2014, the entrepreneurship programme was completed in all ten councils. One of the challenges was the relatively high rate of drop-outs in Mauritius. Two entrepreneurs represented Mauritius at the Regional Summit in Johannesburg in 2014.



Visit of Australian High Commission at GL Office in Mauritius.

Photo: Gender Links

- **Launch of SADC Gender Protocol Barometer:**

On 21 August at the District Council of Grand Port, GL Mauritius and the Chief Executive of the District Council launched the 2014 Barometer. The event focussed on the post 2015 agenda and the launch got wide media coverage or attention.

- **50/50 Symposium:**

GL Mauritius organised a symposium with leaders of major political parties on 22 October at the Municipal Town Hall of Quatre Bornes to discuss women in politics, party manifestos and gender responsive governance. GL is also working closely as an advisory committee to the Ministry of Gender, to ensure legislation is revisited.

- **Inception meeting with the British High Commission:**

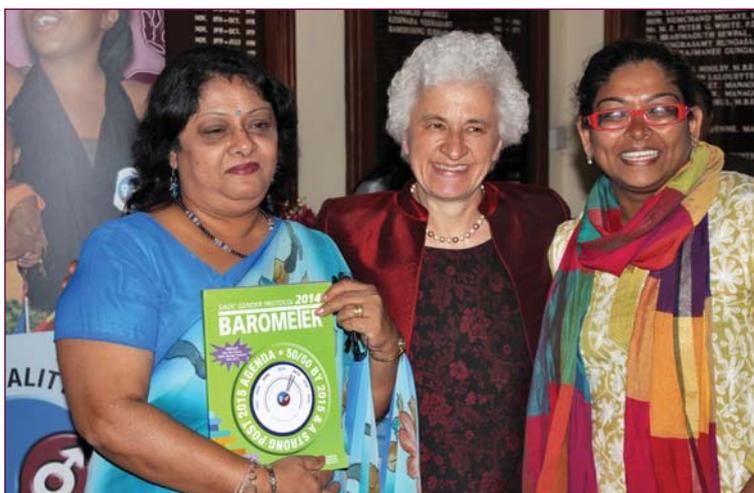
The office met with the BHC to discuss GBV prevention strategies, with special focus on psycho-social support for survivors of GBV; gender mainstreaming in local government; gender responsive media reporting; and the need to engage faith-based organisations and the police in addressing GBV in Mauritius.

Key challenges

- Although the office garners small scale funds and in-kind support from partners, it has not been able to get larger funds locally from within Mauritius.
- Central Government has taken over lots of work from local government. The Ministry of Social Integration, the Ministry of Gender Equality and the National Women Entrepreneur Council are working in localities on GBV and helping vulnerable women. This means that local action plans need to be revised.
- The media enterprises with whom GL has signed MOUs are reporting on gender and HIV and AIDS; GBV; gender and economic justice; and gender in education meaning that journalists need further training.

Lessons learnt

- GL Mauritius must continue to encourage and gather in-kind support, but must also fundraise for bigger and more sustainable monetary donations in country.
- GL programme initiatives are not one size fits all thus the Mauritius office must adapt programmes accordingly to suit the specific needs of the country.



Regional Barometer 2014 Launch, Grand-Port, Mauritius.

Photo: Ghirish Abdhoosee

- Leveraging and collaboration is crucial - GL must continue to work with and partner up with other civil society organisations.

Key priorities for 2015

- Roll out COE and entrepreneurship workshops in more villages across the country.

- Hold a district and national summit.
- Conduct GBV research in the Grand Port District Council in Mauritius as well as Seychelles. Keep up with a 365 days campaign to combat GBV.
- Continue to working with the LGBTI organisation, in order to advance equality for people of diverse sexual orientations and gender identities.

Elections leave women reeling

By Loga Virahsawmy - former Gender Links Francophone Director and now sits on the GL Board. This article is part of the Gender Links News Service, offering fresh views on everyday news.



Port Louis, 15 December 2014: The election results came like a gust of wind in Mauritius' opposition coalition - Alliance Lepep led by ex-president Anerood Jugnauth winning the majority vote. While the winds of change have roused celebration for the first ever woman President of the Republic of Mauritius - Professor Ameenah Gurib-Fakim, the winds also blew away any chances of more gender parity in Parliament. Lepep won 47 seats, PTr/MMM Alliance lost all seats in 11 constituencies including the constituency of former Prime Minister, Dr. Navin Ramgoolam, Triolet-Pamplemousses. They won only 13 seats on a total of 60 in the other nine constituencies. Thus all the 12 women candidates fielded by the PTr/MMM Alliance hold no place in Parliament. Eight of the nine female candidates fielded by Lepep Alliance were elected.

Out of 15 SADC countries, Mauritius has regressed in its ranking for the percentage of women in parliament. The country was at 10th place with 19% women parliamentarians, but has now dropped to 12th position with a mere 13% women in parliament (eight women out of 60 parliamentarians). However, on Saturday 13 December the percentage worsened when the seven best losers were announced. Women make up only 12% women in parliament (eight women out of 69 National Assembly seats). Mauritius is now among the five Southern African countries with the lowest percentage of women in parliament-Malawi, Zambia, DRC and Botswana.

It is unfortunate that apart from Sheila Bappoo-former Minister of Social Security and National Solidarity; Kalynee Juggoo-Secretary General of the Labour; and Nita Deerpalsing-Leader of the Youth Wing, all female candidates of the PTr/MMM Alliance were fielded in constituencies that they have never worked in. This is a shame since at least one or two could have been nominated as best losers. Among the women who lost seats from PTr/MMM were four former Ministers of women's rights and gender equality namely Arianne Navarre Marie, Sheila Bappoo, Indranee Seebun and Mireille Martin.

Maya Hanoomajee, former Minister of Health and Quality of Life, was the only female candidate of Lepep Alliance who did not make it. She was in the one and only constituency that PTr/MMM won all the three seats. Hanoomajee

will nevertheless be remembered as the first woman in Mauritius who broke stereotype and accepted the male dominated position of Minister of Health and Quality of Life. As Minister she worked with the people for the people and visited every single hospital to put systems in place to ensure efficient and effective healthcare.

Article 12 of the SADC Protocol on Gender and Development requires that "States Parties shall endeavour that, by 2015, at least 50% of decision-making positions in the public and private sectors are held by women including the use of affirmative action measures as provided for in Article 5." Mauritius did not sign the Protocol because of the clause on affirmative action.

But, where there is a will there is a way. Following the implementation of the gender neutral approach in the new Local Government Act, in just one election, Mauritius saw a fourfold increase from 6% to 24% women councillors. Women's hopes were high after the White Paper on electoral reform was drafted. This paper borrows from the Local Government Act, aiming to legislate a gender quota at the national level. Unfortunately this did not go to Parliament before the general elections. Had the act been passed, Mauritius would have jumped to at least 33% women in Parliament.

Women offer important perspectives and interests in the decision-making process which are often overlooked due to their lacking representation in politics. The 13 SADC states signatory to the SADC Gender Protocol are proactively working towards achieving equal representation of men and women in all decision-making positions. The regional and international election observers from SADC, the African Union and the Common Market for Eastern and Southern Africa (COMESA) among others, spoke with one voice to criticise Mauritius for the low percentage of women after these elections and called for prompt redress.

We can only hope that the newly elected government under Prime Minister Anerood Jugnauth and Deputy Prime Minister Xavier Duval, will make a greater space for women. One way of doing it is to give Maya Hanoomajee the position of Speaker of the Legislative Assembly as well as increasing the number of women in Cabinet. Women made up only 8% of the previous Cabinet - the lowest cabinet percentage of women in SADC.

Loga Virahsawmy, GL Board member - former Gender Links Francophone Director

MOZAMBIQUE



Marta Cummbi – Board Member



Alice Banze - Country Manager



Raul Manhisse – Programme and Finance Officer

Country	Mozambique
Board Member	Marta Cumbi
Staff Members	Alice Banze – Lusophone Executive Director
	Raul Manhisse – Programme and Finance Officer
	Jessica Igrejas - Intern
When registered	June 2011
Alliance focal network	Mozambique - Forum Mulher
	Angola - Plataforma Mulher em Acção
Government COEs	19
Media COEs	12
Key partners	Ministry of Gender, Ministry of Environment, Ministry of State Administration, Ministry of Health, National Municipality Association, Forum Mulher, Plataforma Mulher em Acção, Mozambican Parliament, WLSA, Oxfam, MASC, DIALOGO, Local women's Associations, Diakonia, We-Effect, COEs Local Government, Entrepreneurship Councils, Media Houses

Protocol@Work Summit facts

- 86 participants - 13 males and 73 females.
- Amongst the participants 20% came from alliance partners, 30% came from the government ministries 30%, came from media and 20% came from our partners.
- 45 different organisations represented.
- Six councils, five media 13 government entities represented
- GL office received more than 80 entries.
- There were seven women runner-ups and one man won a runner up award.
- There were six female winners and two male winners.

Background

The Lusophone office was registered in Mozambique 2011. The mandate of the office is to advance GL's work in both Angola and Mozambique, however GL has made most headway in Mozambique and slowly getting a foot in Angola's door. Over the years GL Mozambique has streng-

thened its partnerships within the three major programs. At the beginning of the year 2013 the office had managed to mobilise resources from DIALOGO to pilot the Maputo Centre of Excellence on Local Governance, the biggest council in Mozambique. Enabled by a partnership with the Ministry of Women and Social Affairs, across the various GL programmes including the costing exercise, partnerships were established with the Ministry of Environment, Fishery, Planning and Development and State and Administration.

Key achievements

- From a minimum of seven local government COEs, Mozambique has now spread its work to 19 councils in total, while new COEs are being sought in other districts across Mozambique. The office also managed to strengthen the partnership with key Ministries and a memorandum of understanding with the National Municipality Associations is being renewed through the president of the Association.
- The Media CEO programme has also made strides. The number of media COEs has grown from six to a total of twelve by the end of 2014. The School of Journalism at Eduardo Mondlane University, is part of the Gender in

Media Education COE programme and has committed to mainstream gender within its curriculum.

- GL Mozambique worked with ten councils to roll out the Entrepreneurship training programme and is gaining momentum with five more councils joining the process. The Mayor of Inhambane offered to support women entrepreneurs with funds allocated to the districts.
- The 2014 National Gender Summit was attended by civil society partners, central and local government as well as UN agencies. The summit was a success and provided them with an important opportunity to showcase their work in gender mainstreaming and to share good practice. A high point of the summit was the launch of the 50/50 campaign by former Prime Minister Luisa Diogo.
- The Lusophone office held a meeting with the Alliance Focal point in Angola to update the 2014 Barometer and revive the partnership. The meeting was attended by the UNDP; Ministry of Gender, Environment, Defence; the Angolan Women's Network; and Oxfam. The media has also played an important role in showcasing GL and Alliance work in Angola, an area that has been difficult to work with due to the ruling party's monopoly of the media.

Key challenges

- Fundraising remains a challenge and re-registering GL Mozambique as a national organisation would help the office garner local funding.
- Linked to funding, GL Mozambique cannot afford to recruit more staff or interns, thus there is an imbalance of human resources and country work as well as fund raising efforts.
- Political dynamics located within the different provinces and councils do not allow for full engagement with local

authorities due to human and financial constraints, which can hinder the momentum of the COE process.

- Although the gender mainstreaming process has been highly successful in local government, there is limited capacity within the councils. The councils' mandate and planning can be restrictive.

Lessons learned

- It is important to link local government COEs and entrepreneurship programmes with the media COEs to help showcase good work and to strengthen partnerships.
- Trainings should be conducted strategically and should provide capacity to gender focal points within councils. This will also ensure councils own the process and commit to gender mainstreaming. Signing of MOUs is also important in encouraging ownership.
- Donors are funding private sector consultancy agencies, thus it would be useful to strengthen partnerships with the private sector.

Key priorities for 2015

- Develop a robust fundraising strategy and continue with vigorous fundraising.
- Finalise the COE process with local government and complete phase three of the entrepreneurship training.
- Prepare for and host the National Summit.
- Expand COE local government to more councils.
- Innovate and strengthen Alliance in both Mozambique and Angola.
- Identify more partners in Angola and give more visibility to GL's work in that country.

Women in politics

Mozambique has made significant progress in terms of women's political representation. After its first multiparty elections in 1994 there were 28.4% women in parliament. In 2004 it became one of the first countries in SADC to meet the target set by Member States of 30% women in government before 2005. Frelimo, the ruling party (led by Filipe Jacinto Nyusi) scooped the election with 57% of the vote, followed by Renamo Party (led by Afonso Dlakama) and then by the Mozambique Democratic Party (led by Daviz Simango).

Following the 2014 general election, Mozambique missed the 50% mark, but women still account for a fair proportion of decision makers in government. Women make up 38% in parliament and 23% in cabinet.

Mozambique does not have legislated quotas system, but political parties have established voluntary quotas for women, which certainly have contributed to high levels of representation at the elected bodies. Although parties believe that

quotas are important for raising representation of women in local government, administrative dynamics in councils make the situation unstable and political buy-in can be difficult. Although Mozambique is above the regional average of 24% female representation at the local government level, women are still underrepresented 38%.

Looking to the 2014 electoral results, GL must strengthen its governance programme to ensure that the 50/50 campaign remains a priority in the political arena and must prepare a strong post-2015 gender agenda. During the 2014 summit, former Mozambican Prime Minister

Luisa Diogo and patron of the 50/50 campaign said, "When you achieve something, you need to sustain it and advance from there." Diogo continued by saying the country must prioritise political will and innovation for the post 2015 agenda, and should recognise that women must be "given the necessary space and the necessary incentives to boost their capacity and energy to perform well for the good of the country."



Luisa Diogo handing the 50/50 award to Generosa Cossa during the summit in Mozambique. Photo: Gender Links

NAMIBIA



Emily May Brown - Board member



Sarry Xoagus-Eises - Country manager



Veronika Haibili

Country	Namibia
Board Member	Emily May Brown
Staff Members	Sarry Xoagus-Eises and Veronika Haibili
When registered	January 2012
Alliance focal network	NANGOF/Alliance
Government COEs	36
Media COE's	1
Key partners	Ministry of Gender Equality and Child Welfare; Association of Local Authorities in Namibia (ALAN); The Namibian Association of Local Authority Officers (NALAO); Polytechnic of Namibia (PON); and Alliance of Mayors and Municipal Leaders (AMICAALL).

Protocol@Work Summit facts

- 93 participants- 56 females and 37 males.
- 52 entries- 28 females and 24 males in eight categories.
- Seven females and two male winners.
- Five civil society organisation were represented.
- Twelve councils from the 14 political regions of the country also participated, while 11 each presented a case study on the COE for gender mainstreaming in local government.
- Four junior councillors from Arandis and Keetmanshoop attended.
- Five media students from the PON were covering the event.

2014 was the year of reckoning for GL Namibia. The office faced a few challenges with the NEPAD donor grant coming to an end in September. Despite the challenges, work continued with many successes. GL Namibia, also began collaborating with other civil society organisations to help advance the rights of people of diverse sexual orientations and gender identities.

Background

Since 2011, GL Namibia office operated from the country manager's home of Sarry Xoagus-Eises. Despite all GL work and activities taking place in a confined space, the office made great strides. In 2011, a NEPAD Tender was secured for the purpose of cascading the media and local government Centres of Excellence. The GL office was then established in late 2012. Following the NEPAD grant coming to an end in September 2014, the office had to downscale and is once again anchored from the home of the country manager.

Key achievements

- GL Namibia has made great strides in the implementation of the COE programme in more than half of the country's local authorities. A Gender Focal Persons Forum was developed in 2014 which helped encourage and emphasise ownership of the COE process within councils.
- Thirty-six councils now have gender action plans, and most of them have also aligned their current action plans to the planning framework of the SADC Protocol on Gender and Development. Many have also committed

themselves to implementing the COE work in their respective directorates. Moreover, the Gender Ministry's Coordinating Mechanism has now integrated the COE project into their coordinating structures.

- In conjunction with the Canadian Fund, Local Authorities and the Ministry of Gender Equality and Child Welfare in Namibia, GL worked with LGBTI organisations to help create awareness about gender and sexual diversity, and worked with councils to ensure gender actions plans were responsive to the LGBTI community in Namibia.
- The office also organised three district summits in three political regions of Namibia, and the winners proceeded to participate in the National Gender Summit, which went on to compete at the Regional Summit in Johannesburg.
- We also however managed to facilitate training for the LGBTI community through funding from the Canadian Embassy. This project was also run in conjunction with the in Namibia.

Key challenges

- Funding has depleted. More donor funding is critical for training workshops and the completion of the COE process in the remaining 17 Councils.
- Although councils have gender action plans in place, they do not have budgets that allocate money specifically for gender mainstreaming and gender violence campaigns.

Lessons learnt

- Cascading the COE processes regionally is important, especially in the wake of the integration of the COE process in the Gender Ministry's Coordinating Mechanism.

- More active engagement from the local association would be useful to advance the COE process across the country.
- Sharing of best practices country at the regional/national summits creates more interest in the COE work and encourages COEs to own the gender mainstreaming efforts.
- All partner Memorandums of Understanding (MOU's) need to be revisited. GL and COEs should work more collaboratively rather than in isolation.
- COEs funding workshops and training demonstrates ownership, commitment and ensures sustainability of the gender mainstreaming programme.

Key priorities for 2015

- Develop an aggressive funding strategy to attain local and/or regional funds for the continuation of country operations.
- Host the 2015 Summits and popularise the post 2015 gender agenda.
- Strengthen gendered mainstreaming networks in the private sector.
- In conjunction with the Ministry of Gender Equality and Child Welfare, secure buy-in from the Regional Governor's level in all 14 political regions of Namibia.



GL Country Manager - Sarry Xoagus-Eises, facilitating a COE Workshop and developing the Gender Action Plan.
Photo: Gender Links

SOUTH AFRICA



Thoko Mpumlwana - Board member



Ntombi Mbadlanyana - Country manager



Judith Maneli - Programme Officer

Country	South Africa
Board Member	Thoko Mpumlwana
Staff Member	Ntombi Mbadlanyana - Gender Justice & Local Government Country Manager Judith Maneli - Programme Officer
Alliance Focal Network	South African women in Dialogue (SAWID)
Government COEs	17
Media COEs	15
Key partners	South African Local Government Association (SALGA)

Protocol@Work Summit facts

- Under the banner “50/50 by 2015: Demanding a strong Post 2015 agenda” the summit brought together over 100 persons including local government, municipalities, universities and a wide range of NGOs.
- 105 participants - 14 men and 91 women.
- A total of 76 entries were received from 11 men and 67 women in ten categories.
- Two male and 11 female winners.
- 14 female runner-ups.
- Seven councils represented - one non-COE and six COEs. No media COEs entered.
- Five government entities were

In 2014, GL cascaded the COE model through the UNWOMEN's Gender Equality Fund to three provinces of South Africa (Gauteng, Limpopo and the Western Cape), the COE processes was extended to five more councils in each of the three provinces where GL conducted Gender Based Violence Indicators Research. South Africa also received funding in 2013-2014 from the Norwegian Council for Africa (NCAID Council) to embark on a sustained year-long entrepreneurship training programme linked to local economic development with women survivors of GBV. This was the first time that there were two dedicated donors funding the work in South Africa. South Africa hosted its first National Summit in May 2014.

Key achievements

- GL South Africa sustained a funding grant for the COE process through the UN Women Fund for Gender Equality.
- In conjunction with SALGA, GL facilitated a Women in Politics training in all nine provinces aimed at empowering female politicians.
- Hosted its first National Gender Summit in May 2014. As a precursor to the Summit, GL hosted pre-summit mobilisation workshops in the three provinces - Limpopo, Gauteng and the Western Cape, in order to canvass for entries. The winners went on to participate in the Regional Summit, with Mosselbay Municipality winning the best urban COE award.
- Hosted the Training of Trainers workshop which was aimed at capacitating gender focal persons from the councils to assist with cascading the COE process.
- Successful facilitation and roll-out of the phase one and phase two of the entrepreneurship training programme for women survivors of GBV (South Africa was the pilot site in 2013).

Key challenges

- The COE process in South Africa did not gain equal momentum in all provinces, and so GL needed to engage more strategically with SALGA to ensure the partnership was strengthened.
- The vast political and terrain, makes work quite difficult, and at times, an uncoordinated approach to working

with various stakeholders negatively influenced the COE process.

- Bureaucracy within councils also delayed the political buy-in and support of the COE process.

Lessons learned

- Awareness of the diverse political environments and being sensitive to the context of the councils is important to ensure the correct level of political support for the COE process.
- Ensure that the momentum is maintained by providing further support, especially councils that are struggling to implement their plans.
- Sensitise councils about the importance of entrepreneurship training and economic empowerment. Encourage councils to keep a database for GBV survivors and entrepreneurs so they can easily find help and/or economic opportunities.

Key priorities for 2015

- Create a sustainability model once the grant from UN Women is finished, and use this model for peer learning.
- Continue with the buy-in and roll out of the COE process to the new councils within the provinces of South Africa.

- Strengthen the relationship between GL and SALGA particularly for the Women in Politics training, especially with the Local Government Elections taking place in 2016.
- Engage media and media training institutions to embark on the COE programme.
- Host the 2015 National Summit.



Training of Trainers Workshop, GL Cottages, South Africa.

Photo: Ntombi Mbadlanyana



Criminal justice system fails women

By Thoko Mpumwana, Board Member, GL South Africa

The killing of a woman by her partner or intimate femicide is the most extreme form of domestic violence. Monitoring of such cases in terms of the Criminal Procedure Act points to gaps in the application of the law which regularly disadvantages victims of domestic violence. This begs the question, not only of whether justice serves the victims and survivors, but whether or not the law serves the victims' family members.

In the recent case of State vs. Peter Baloyi case number 379/04/2014, the accused - a 34 year old male taxi driver was charged with murder after killing his girlfriend. Following a heated argument, the accused used a sharp object to decapitate his girlfriend and then dumped her body on the side of a road. After 11 months of investigation, DNA results from her eight-year-old son came back positive, proving the blood in the car was hers. The accused finally pled guilty and claimed to be remorseful. The defence team used this to their advantage, also using the fact that he was a first time offender and a father of two to lessen his sentence. It seemed as though the court was more sympathetic to the accused rather than the deceased and deceased's family. The accused was sentenced to a mere ten years in prison, despite provisions for minimum sentences in terms of the Criminal Law Amendment Act.

Very few people heard about that story because the victim was not celebrity. The case is one of many, where justice

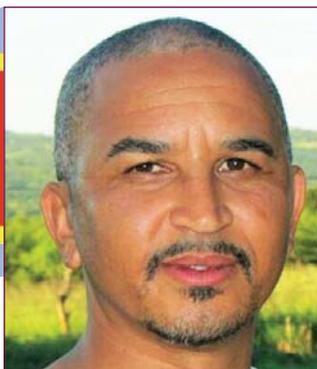
is not served. On the other hand, because of both the accused and deceased's celebrity status, the Pistorius vs. Steenkamp case received international coverage, both the prosecution and the defence using the best legal teams in the country.

Judge Thokozile Masipa handed down South Africa's long awaited judgement and Oscar Pistorius was cleared of murder but rather found guilty of culpable homicide. He was then sentenced to only five years in jail for shooting dead his girlfriend Reeva Steenkamp on Valentine's Day in 2013. Masipa ruled that prosecutors, had failed to prove that he intended to kill Steenkamp. The defence said Pistorius shot Steenkamp as a result of a tragic accident after mistaking her for an intruder hiding behind a locked toilet door.

These women's lives were brutally taken, yet those responsible get minimum sentences and even able to apply for parole. Is a women's life only worth five to ten years? Why does the justice system show more sympathy to the men in the dock instead of the women in their graves? Why is impunity, especially with domestic violence and femicide cases prevailing in this country?

These questions lead me to conclude that patriarchy is a monster that pervades all corners of society. We must review the Criminal Law Amendment Act in terms of sentencing. The struggle for gender justice is far from over.

SWAZILAND



Benedict Bennett - Board member



Ncane Maziya - Country manager

Country	Swaziland
Board Member	Benedict Bennett
Staff Members	Ncane Maziya
When registered	July 2012
Alliance Focal Network	Coordinating Assembly of Non-Governmental Organisations (CANGO)
Government COEs	24
Media COEs	6
Key partners	Local Government Association of Swaziland (SWALGA); Deputy Prime Minister Gender and Family Issues Affairs Unit (GFIU); Ministry of Tinkhundla Development and Administration; Ministry of Housing Urban and Development; Alliance of Mayors and Municipal Leaders on HIV/ AIDS in Africa (AMICAALL); Swaziland Sexual Reproductive and Human Rights; National Assembly of Non-Governmental Organisations (CANGO).

Protocol@Work Summit facts

- 93 participants- 49 females and 44 males.
- 55 Entries -32 women and 23 men from 11 categories.
- Five female and four male runner-ups.
- Five female and four male winners.
- Seven organisations were represented.
- Four councils, four faith based organisations, two media houses, one government ministry and four councillors were represented at the summit.
- The summit was opened by the Regional Administrator who was represented by Lungile Ginindza. She welcomed participants and introduced the Minister of Housing Urban and Development - Phwayinkhosi Mabuza.

Background

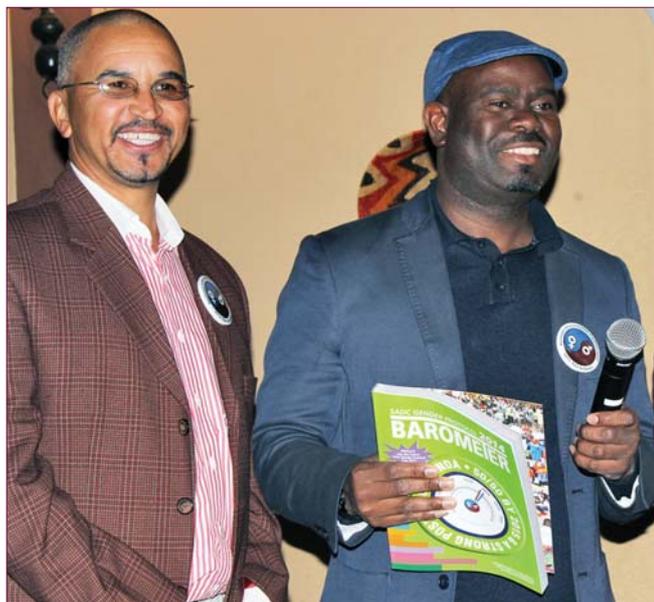
Swaziland Gender Links was legally registered on 26 July 2012. The organisation has also registered with the Revenue Authority (SRA) in July 2013 under PAYE. The success of the COE process demonstrates the value of strong partnerships and excellent synergies with its partners- SWALGA, CANGO, Ministry of Housing Urban and

Development and the Gender and Family Affairs Issues Department. Through its partnership with the DPM's office, GL Swaziland secured some small funds with support from UNDP during the National Summit in 2014.

Key achievements

- After registering with Swaziland Revenue Authority (SRA) the organisation contributes to staff PAYE. The office also registered with the Swaziland Insurance Cooperation (SRIC) for workmen's compensation and with Swaziland National Provident Fund (SNPF).
- GL Swaziland signed a memorandum of understanding with the Deputy Prime Minister's office.
- Partnered with the Tinkhundla Ministry and completed stage one of the COE process. GL and the Ministry are now working on cascading the process to new COE councils.
- The Swaziland office successfully held its second National Gender Summit, which aimed to share best gender mainstreaming practice in local government and the media. The theme of the summit was *"50/50 by 2015 and demanding a strong post 2015 agenda!"*
- In collaboration with CANGO and the DPM's office- GFIU, launched the 2014 SADC Gender Protocol Barometer, presented by the Chairperson of SABA.

- Supported the media through organising training workshops and a field trip to the Nhlanguano council.
- Collected and uploaded 100 “I” Stories and 2000 monitoring and evaluation forms from five councils- Ngwenya, Mankayane, Hlatikhulu, Nhlanguano and Matsapha).



Barometer launch in Swaziland.

Photo: Gender Links

- Completed phase one of the entrepreneurship training for survivors of gender violence with the same five councils. GL received in-kind support from the Matsapha council, who provided a free venue for both COE and entrepreneurship workshops.
- During the Sixteen Days of Activism Campaign, successfully worked with five local councils- Siteki, Mbabane, Manzini, Piggs Peak and Lavumisa to review the gender and GBV action plans, initially developed in 2013.
- SWAAGA requested and paid GL to train three councils (Nhlanguano, Lavumisa and Hlatikhulu) on GBV during Sixteen Days.

Opening doors in the Kingdom of Swaziland

By Benedict Bennett, Board Member, GL Swaziland

Gender Links launched the entrepreneurship programme in 2014 as a response to the “Peace Begins at Home” survey which found that women stay in abusive relationships because they do not have a source of income to fend for their children and themselves. The entrepreneurship programme aims to train female survivors of gender violence to provide them with entrepreneurial skills and to introduce them to local economic development opportunities. Through the entrepreneurship training, GL seeks to test the hypothesis that economic empowerment increases women's agency and self-actualisation thereby increasing their ability to negotiate safer and/or to leave abusive relationships. This programme is a great initiative to motivate women to stand on their own two feet and to become economic drivers in their communities.

Key challenges

- Delays with the signing of the MOU with the office of the Deputy Prime Minister, hindered gender mainstreaming progress with new COEs.
- Financial support is strained and more funding is needed to continue the COE work.
- The move and transfer of key people in the COE councils, creates complications and also slows progress.
- Running an office without an assistant was a big challenge and placed a heavy load on the country manager.

Lessons learnt

- Signing MOUs is crucial for ensuring sustainable commitment from COEs.
- Being proactive helps to mitigate administrative delays in government. To fast track the delay in signing the MOU with the DPM's office, the Country Manager asked the Director from the DPM's office under the Gender & Family Affairs Department to write a letter of support to the *Tinkhundla* so that the COE process could continue.

Key priorities for 2015

- Prioritise fundraising efforts to ensure COE work can continue.
- Submit country strategy to UN Gender Theme Group.
- Cascade COE process with two outstanding old councils and start working with new ones.
- Conduct a Trainer of Trainers workshop with gender focal persons in all new councils.
- Sensitise local chiefs on gender as well as the COE work underway in their areas.
- Strengthening GL's partnership with SWALGA.
- Host the 2015 National Summit and ensure greater synergy between the media, Alliance and government councils.
- Partner with Swaziland's Women Parliamentary Caucus (SWPC) and start preparing for the 2018 elections.

GL Swaziland has successfully completed stages one, two and three of the training in nine of ten selected urban councils. We have worked with the local AMICAALL programme managers in all these councils to identify the participants. More than 180 women have benefited from this programme. It was gratifying to see their excited faces, after using a computer for the first time. They were trained not only in the basics of business and budgeting, but also IT and internet. The “I” Stories” also gave these women a chance to speak out, many had never told their stories to anyone, especially outside of the family circle. Most had not reported their abuse because they feared further victimisation from the police. Many of these women are already running their own small informal businesses and generating their own income.

I congratulate and thank GL for this initiative and for giving these women renewed hope of an economically viable future for themselves and their families.

ZAMBIA



Sara Longwe - Board member



Sangulukani Isaac Zulu - Country Manager



Stephen Malulu - Programme Officer

Country	Zambia
Board Member	Sara Longwe
Staff Members	Sangulukani Isaac Zulu and Stephen Malulu
When registered	December 2011
Alliance focal network	Women In Law Southern Africa - (WLSA) National Office
Government COEs	34
Media COEs	6
Key partners	Local Government Association of Zambia; Ministry of Gender and Child Development; NGOCC; WLSA (Regional); Zambia National Women's Lobby Group; Young Women Christian Association YWCA.

Protocol@Work Summit facts

- 128 participants - 38 males and 90 females.
- 49 entries from seven provinces of Zambia - 38 women and 11 men.
- Two male winners and 11 female winners.
- Two male and four female runner-ups.
- Six media houses and ten COE councils were represented.
- The summit was successfully held in partnership with the Ministry of Gender and Child Development (MGCD) and Local Government Association of Zambia (LGAZ).
- The Summit and Awards attracted a lot of media coverage from both the national broadcaster and private media houses.

Background

Legally registered on 14 December 2011, GL Zambia now has two male gender champions running gender mainstreaming operations across the country, along with two interns, two volunteers and one entrepreneurship

consultant. The office has registered with the Zambia Revenue Authority, National Pension Scheme Authority, Worker's Compensation and has a resident Board Member. GL Zambia has strategic partnerships and excellent synergies with WLSA, LGAZ, the Ministry of Gender and Child Development and the National Women's Lobby Group.

Key achievements

- With financial support from UNICEF, through the Ministry of Gender & Child Development, GL Zambia completed collection of GBV Indicators data in all the ten provinces which is now ready for analysis and write up of the GBV Indicators Study.
- GL Zambia successfully launched the 2014 Regional Barometer in collaboration with Women and Law in Southern Africa (WLSA) and the Ministry of Gender and Child Development.
- GL Zambia successfully held two district Gender Summits for 20 COEs in March 2014 with a total attendance of 101 participants with 55% female representation. These were followed by the national summit in April 2014. The 2014 summit saw a marginal improvement of women participation from 68% in 2013 to 70%, while the

participation of men declined from 42% in the preceding year to 30% in 2014. The participants also included officials from government, donors and representatives from other civil society organisations.

- Prior to the Sixteen Days of Activism Campaign the office held a Training of Trainers for local government COEs for 22 existing councils with a focus on cascading and the rollout of the COE stages. In total, 16 councillors (10 females and six males) and 27 gender focal persons (18 females and nine males) attended the workshop. From June to November six COEs completed stage five and drafted gender action plans for their councils, which are aligned to the provisions of the SADC Protocol on Gender and Development. Through the 58th Annual Conferences of the LGAZ, GL Zambia was able to obtain high levels of buy-in that resulted in ten new councils being enrolled for the COE process.
- GL Zambia worked with the media, government and Alliance partners during Sixteen Days and held workshops in three councils (Lusaka, Livingstone and Kasama) for the reviewing of gender and GBV action plans.
- During the period under review, GL Zambia conducted and completed phases one and two of the entrepreneurship programme in five new councils - Chililabombwe, Chirundu, Chipata, Mumbwa and Solwezi. The trainings reached over 80 women survivors of violence and brought the number of councils enrolled in the entrepreneurship training up to ten in 2014.
- GL Zambia continued to strengthen the partnership with the Local Government Association of Zambia (LGAZ), is still operating from their offices and sharing vital resources for effective day to day operations. Similarly, GL continued to enjoy cordial relations with the Ministry of Gender and Child Development as evidenced by the joint planning meetings held for the Sixteen Days of Activism Campaign. These meetings garnered media coverage and published in a daily national tabloid. After receiving an invitation from the Ministry of Gender and Child Development, the office attended the launch of the revised National Gender Policy, MGCD Strategic

Plan 2014-2016 and the Count Her In-2016 Election Campaign strategy meeting.

- Together with Alliance Focal Network- WLSA, GL Zambia organised and facilitated four SADC Gender Protocol village level workshops in four districts of Zambia- Chadiza, Monze, Mumbwa and Sesheke.

Key challenges

- Raising in-country funding for the COE cascading process remains a struggle.
- The signing of memorandums of understanding is often delayed within the councils.
- Transfers of gender focal persons and gender champions from COEs delays progress in the councils.
- Disruption of COE processes due to Zambia's Golden Jubilee celebrations; the death of Zambia's 5th Republican President in October 2014; and subsequent presidential by-election campaigns during November and December.
- Barometer consultant's late submission of the 2014 Country Barometer.
- New registration requirements under the controversial NGO Act No. 16 of 2011 of the Laws of Zambia.

Lessons learnt

- While councils have good gender mainstreaming programmes, most still lack effective monitoring and evaluation systems that could assist during verification and/or summits.
- Some councils are still not fully aware of the provisions of the national, regional and international instruments that Zambia has signed. In order to avoid frequent cancellation and postponement of workshops in councils, GL should collect calendars from all councils in advance and harmonise these with GL's work-plan for the year ahead.
- The TOT held for 22 COEs was a good eye opener for the COE cascading process and a good learning experience.

Key Priorities for 2015

- Provide assistance to councils in identifying and implementing IT systems, which will enable them to monitor and evaluate programmes and gender mainstreaming progress more effectively.
- GL Zambia must intensify sensitisation of the SADC Gender Protocol and the National Gender Policy in local authorities.
- Plan collaboratively with COE councils.
- Raise a good profile for the organisation to attract in country funding and in-kind support. Develop a funding strategy in order to acquire more long term funding for sustainability of the office.
- Host the 2015 Gender Summits.



Sangulukani Isaac Zulu, GL Country Manager, facilitating a village meeting in Chipata, 2014.

Photo: Stephen Malulu

Changing the lives of others

By Choolwe Maunga Lipenga

I have been involved in meetings and workshops with Gender Links which helped broaden my understanding of the SADC Gender Protocol. I am serving as Librarian at Livingstone City Council. My job involves sourcing, arranging and making library material available to meet the information needs of readers and researchers in the council.

Through my job I intend to contribute to the SADC Protocol on Gender and Development. I am working with women in prison, encouraging them to further their education while in prison. It is my hope that once they upgrade their studies, they will be fully rehabilitated and find better employment. I am also making use of the library health corner to distribute male and female condoms and display brochures on safe sex; sexual and reproductive health rights; and how men can get involved in care work. I intend to see to it that my council has a budget every year for expansion of the health corner and to ensure they meet the health needs of women in prison.

I would like to express my sincere gratitude to GL for the tremendous work they are doing which has changed my life and for giving me the opportunity to change the lives of others.



Choolwe Maunga Lipenga - gender focal person for Livingstone City Council and summit winner.
Photo: Gender Links

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HOT OFF THE PRESS

Female chief officers hit 17

Posted on 21 April 2015.

THE Local Government Service Commission (LGSC) has made a deliberate policy to balance the gender proportion in decision-making positions in local authorities in line with the SADC protocol on gender.

Commissioner Margaret Kaphiya said since their appointment in 2012, the LGSC has increased the number of women principal officers from three to 17 in the 103 councils countrywide.

Ms. Kaphiya said in 2012 there were only three principal officers from 73 districts, but that to date there are 17 female principal officers in 103 districts representing a 10 per cent increase from only four per cent in 2012.

"We are trying to place more female principal officers to head councils countrywide. When we were just appointed in 2012, we found only three principal officers heading councils, currently we have 17.

See full article - <http://zambiadailynation.com/2015/04/21/female-chief-officers-hit-17/>

ZIMBABWE



Patricia Made - Board member



Priscilla Maposa - Country Manager



Kevin Chiramba - Senior Programme Officer



Abigail Karikoga - Finance Officer



Tapiwa Zvaraya - Monitoring and Evaluation Officer

Country	Zimbabwe
Board Member	Patricia Made
Staff Members	Priscilla Maposa - Country Manager Kevin Chiramba - Senior Programme Officer Abigail Karikoga - Finance Officer Tapiwa Zvaraya - Monitoring and Evaluation Officer
When registered	March 2012
Alliance focal network	Women's Coalition of Zimbabwe
Government COEs	33
Media COEs	2
Key partners	Ministry of Local Government, Urban and Rural Development; Ministry of Women Affairs, Gender & Community Development; Women's Coalition of Zimbabwe; Swedish Embassy; UNWOMEN; Zimbabwe Local Government Association- Association of Rural District Councils of Zimbabwe (ARDCZ); Urban Councils Association of Zimbabwe (UCAZ); and International Centre for Local Democracy.

Protocol@Work Summit facts

- 92 participants - 68 female, and 24 male.
- 67 Entries - 56 females and 11 men from nine categories.
- Three male and six female runner-ups.
- Ten female and two male winners.
- Ten councils, two faith-based organisations, three media houses, two government ministries and two members of parliament represented at the summit.
- The Summit was recognised by Lars Ronnas the Swedish Ambassador to Zimbabwe as a great learning platform for sharing good practices on gender mainstreaming.

The Zimbabwe Office has grown in leaps and bounds since its registration in 2012, managing to secure funds for the continued roll out of the COE programme. In addition considerable success has been seen as the office managed to undergo a standalone audit. The office was blessed with more capacity in the form of a new senior programmes officer, which will go a long way in improving GL's work both in quality and quantity.

Key achievements

- The office underwent a successful financial audit sanctioned by the Swedish Embassy which culminated in the successful acquisition of three-year funding grant to further implement the COE process in Zimbabwe.
- GL Zimbabwe managed to extend the roll-out of the COE programme to 33 councils both urban and rural covering all the ten provinces of Zimbabwe. Despite the harsh economic environment, some councils have been able to implement their action plans by setting aside some of their budgets for gender mainstreaming which demonstrates ownership and commitment to the process. As per the 2014 verification exercise, COE councils managed to set aside a total of USD 189 000 for gender activities. This is commendable considering the evolution of the COE process.
- The office managed to roll-out the entrepreneurship programme in ten councils. This saw a considerable number of women survivors of violence receiving basic business skills. These emerging entrepreneurs managed to come up with vibrant business plans and proposals, and some have started their own businesses.
- GL Zimbabwe hosted two district summits and a National Gender Summit which proved to be of great value as it highlighted the work that councils and Alliance partners were undertaking at institutional and grassroots levels. In addition the summits saw the coming together of various players including emerging entrepreneurs as well as faith-based organisations. This served as a platform for creating networks and synergies amongst the various players.
- Capacity building of gender focal persons through COE process has helped councils to appreciate the roles being played by these people and most of them have been elevated to senior management positions. Gender Links would like to congratulate Melania Mandeya- former focal person for the Chegutu Municipality- who has been instrumental in advancing the COE process, and has been appointed as Town Clerk for the Gokwe Town Council.
- The Swedish Embassy requested a field visit to one of the COE councils in order to better understand the programme. The Embassy randomly selected the Makoni Rural District Council. The success of this visit proved to be vital in enabling GL Zimbabwe to secure further funding for the continuation of the COE process.
- The partnership with the International Centre for Local Democracy (ICLD) helped profile the work that GL does in Zimbabwe and across the region. It also created a platform for GL to expand its reach and strengthen relations with the Swedish Government. The field visits to Kenya and Sweden by the 24 female councillors will go a long way in improving the leadership skills and capacity of the Women in Local Government Forum (WLGf).

- In partnership with the Alliance, GL Zimbabwe launched the Regional SADC Gender Protocol Barometer at the SADC CNGO Network. This also provided an opportunity for GL and the Alliance to push for a stronger post-2015 gender agenda at the SADC Heads of State and with the former Minister of Women Affairs Gender and Community Development - Oppah Muchinguri.

Key challenges

- Some of the GL partners were negatively affected by the difficult economic climate which delayed process and deliverables.
- The internal roll-out of Pastel Evolution proved tedious and the office experienced many system glitches that slowed down work in the finance department.

Lessons learnt

- Male involvement in the COE process is key and their support is essential for changing mind-sets and advancing long-term change.
- Fostering partnerships is very important for sustainability and the survival of any organisation. For instance the Swedish Embassy facilitated the partnership between GL and ICLD.
- Team spirit and commitment is critical for success and smooth programme functioning.
- Programming should go beyond workshops and policy development and must be rolled out at the grass-roots level. Councils are willing to implement their action plans, but they lack the necessary funding.

Key priorities for 2015

- Establish new partnerships and strengthen existing ones. The NGO field is a diverse field that is constantly changing. As such it is prudent that GL Zimbabwe continues to build relationships with new partners who work in similar programmatic areas. It is also essential that GL Zimbabwe strengthens existing partnerships as these have proven to be essential for enabling a good working environment in Zimbabwe. GL must continue working with WLGf and try to lobby for local government quota.
- Complete the entrepreneurship stages with the ten councils currently undertaking the programme.
- Cascade the COE process in line with the Swedish Embassy requirements. GL Zimbabwe is aiming to work with 53 councils by the end of 2015.
- Backstop and strengthen COE councils. GL Zimbabwe is looking to improve the interface with their current and previous COE councils. In addition there is need for councils to review their gender and GBV action plans.
- Hold Training of Trainers workshops. GL intends to come up with a new model by which to cascade the COE process and this involves partnering with the Ministry of Women Affairs, Gender and Community Development, as well as the Ministry of Local Government, Urban and Rural Development.

RESULTS FOR CHANGE



Susan Swart took the mic and told her story, in not so many words. By the time she was done relating her story, the whole marquee was on its feet applauding the will and drive of this woman. Swart participated in the 2014 SADC Protocol@Work summit, presenting in the emerging entrepreneurs category. She told her story with passion and every carefully chosen word as she related how she “promoted” herself from survivor to businesswoman.

At 18, when she was in grade ten, Swart left school to search for employment because her parents could no longer pay her school fees. She married at 21 and her husband later left her for his mistress of ten years. The emotional anguish resulting from the years of emotional trauma and abuse finally surfaced after her husband left her and her two kids to fend for themselves.

Her first job was in a shop, where she earned R8 (less than US\$1) a week. She worked there until her sister opened a restaurant and employed her. She worked for her sister for years, all the while dreaming of the better life she always knew she would have some day.

She relates one day in 2010 when she woke up and decided enough was enough. She thought long and

hard about the business ventures she could pursue. She identified the product she wanted to sell, she identified her market and took it from there. She registered a catering business and started with a donated chips making machine. She says the business did not kick off perfectly from day one, but she knew, just as she had always known, that she would overcome.

Swart says she first heard about Gender Links' programmes from the Cape Aghulas Municipality of Western Cape, which is a Centre of Excellence (COE) in Gender Mainstreaming in Local Government. The municipality was asked to identify GBV survivors in the area and Swart was one of the 20 survivors who were identified by the municipality. She started attending the meetings, summits and trainings regularly and got the empowerment and motivation she needed.

"Gender links taught me how to fly! I was encouraged to encourage others and was empowered to empower myself. I want to tell everyone that they can overcome, just like I have. My business is still growing and I know it will keep growing. Gender links has provided me with the platform and the freedom to be the best that I can. The summits and trainings provided got me where I am today."

MONITORING AND EVALUATION

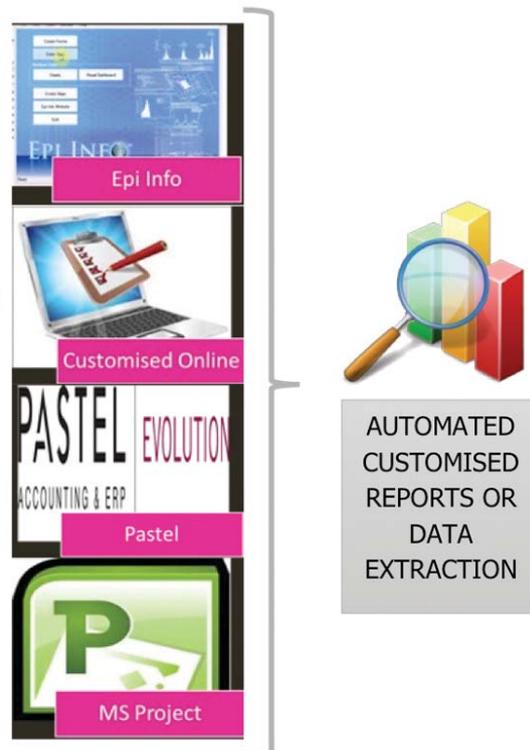
By Monica Bandeira, M&E Manager and Colleen Lowe Morna, CEO



Monica Bandeira

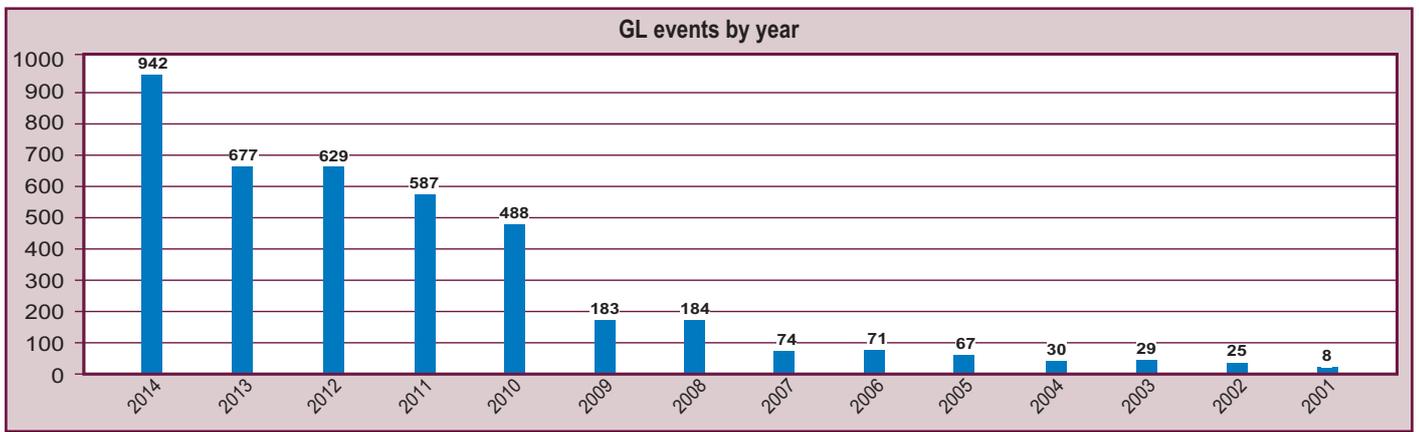
GL has placed a great deal of emphasis on the establishment of good Monitoring and Evaluation (M&E) tools and systems that enable it to monitor implementation and impact at different levels. Through this, GL is able to respond timeously and effectively to changes that occur in the environment. In 2014, GL invested further in this area through the employment of an M&E manager with experience in systems and tool development as well as analysis. This resulted in a thorough audit of M&E systems and tools and the development of an improvement plan for these. Although many of the changes will only come into effect in 2015, there was positive feedback from both staff and external partners about the process.

Revised GL M&E data process



With offices in 10 countries, it is important that GL finds contextually appropriate ways of collecting and analysing data about the work it does. GL continues to push itself to find innovative solutions to Monitoring

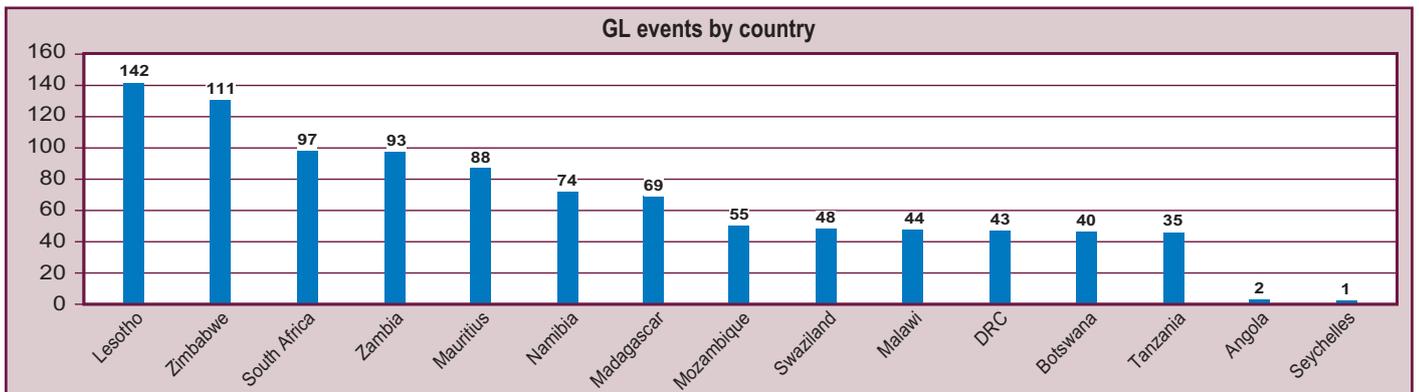
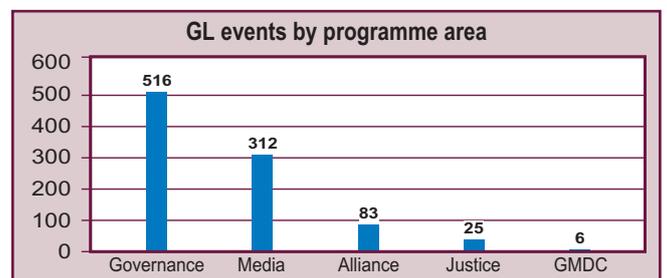
and Evaluation as this is seen as central to how it works. Without monitoring our interventions and impact we are unable to remain relevant and responsive to the needs of the beneficiaries we work with.



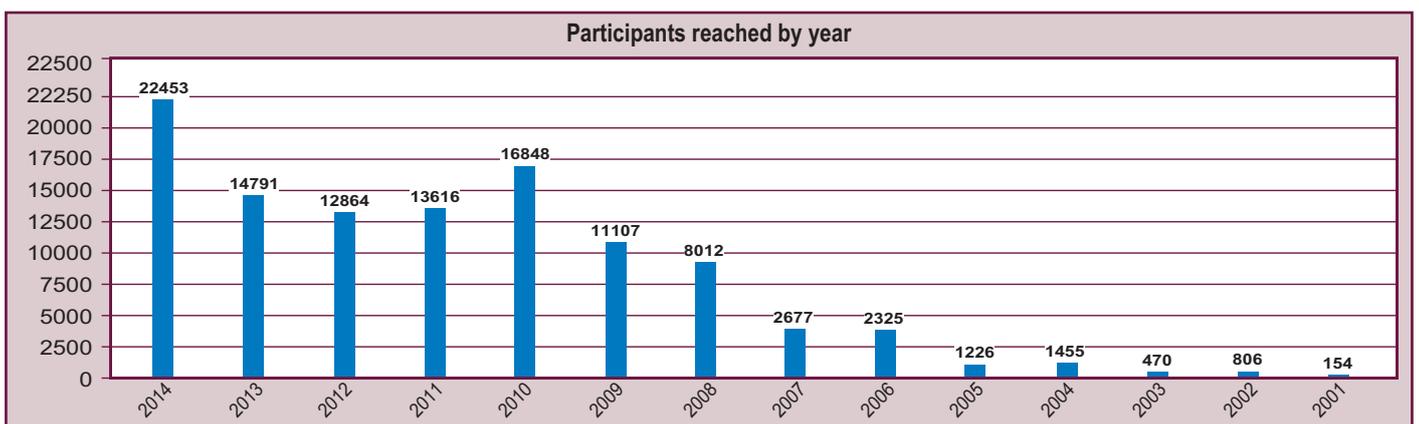
During 2014, through its five programme areas, GL ran 942 events, up from 677 in 2013, an increase of 39%. This demonstrates an increased focus on programmatic work. GL has consistently increased the number of events since its inception.

2013, a 47% increase. Alliance saw an increase of 25% in its number of events and the Justice programme more than doubled the number of events, growing from 15 in 2013 to 25 in 2014.

Working with local councils across ten countries continued to be the main focus of GL in 2014. This is evidenced in the Governance programme having held the highest number of events during 2014 (516). This programme grew from 469 events in 2013, representing a 9% increase. Media events have increased considerably to 312 in 2014 from 166 in



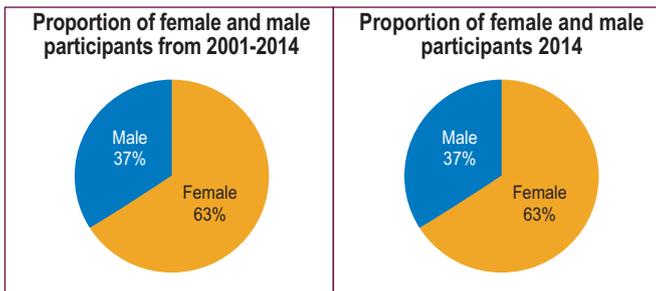
In 2014, GL Lesotho had the highest number of events (142) followed by Zimbabwe (111), South Africa (97) and Zambia (93). This is in line with the roll out of work with councils in these countries.



2014 saw GL reaching a total of 22453 people, its highest achievement to date. This represents an increase of 34% from the previous year. This increase is linked to increased funding which lead to GL rolling

out a new programme with women survivors of GBV, village level workshops on the SADC protocol, and large community-based initiatives during 16 days of activism across all countries.

Breakdown of participants reached by year				
Year	Female	Male	Total	Total
2001	103	51		154
2002	536	270		806
2003	301	169	118	588
2004	852	485	36	1373
2005	739	451	272	1462
2006	1276	777		2053
2007	1543	1134	3101	5778
2008	3111	1800	1203	6114
2009	6306	3598	10901	20805
2010	3488	2459		5947
2011	8526	5090		13616
2012	7675	5189		12864
2013	10332	4459		14791
2014	14072	8381		22453
Total	58860	34313	15631	108804



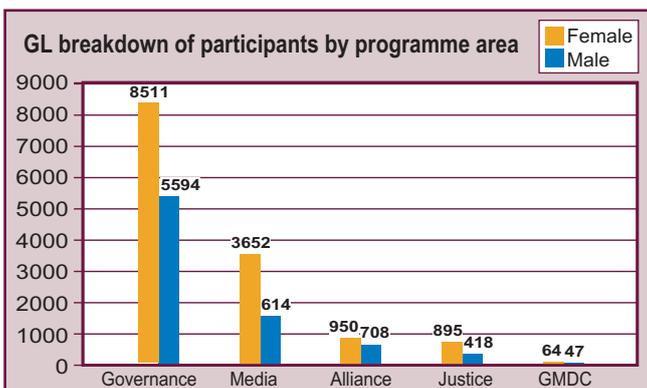
Since 2001, GL has reached 108,804 people through its programmes. The proportion of males and females has remained fairly stable over the years, with men representing 37%, more than one-third of those reached. In 2013, the proportion of men dipped to 30% as a result of GL's entrepreneurship programme that focuses exclusively on women. The proportion

of men picked up again in 2014 due to the increased numbers overall.



GL reaches thousands through it's programmes.

Photo: Ntolo Lekau



As in the past, the governance programme, that focuses on local government, reached the highest number of people (14,105). The GL Alliance programme reached 5266 people, almost double the number of people they reached in 2013 (2709). This can be attributed to the successful 16 Days of Activism events held across the countries. The proportion of females to males is relatively stable across programmes, although the proportion of males is over 40% for the Media, Justice, and GMDC programmes.

Breakdown of participants reached by country for 2014					
Country	Female	Male	Total	% Female	% Male
Mauritius	2682	1679	4361	61%	39%
Lesotho	2209	1558	3767	59%	41%
Madagascar	1529	1231	2760	55%	45%
South Africa	1609	440	2049	79%	21%
Zimbabwe	1164	815	1979	59%	41%
Zambia	748	951	1699	44%	56%
Namibia	1010	510	1520	66%	34%
Botswana	833	236	1069	78%	22%
Malawi	618	318	936	66%	34%
Mozambique	603	220	823	73%	27%
Tanzania	387	138	525	74%	26%
Swaziland	364	157	521	70%	30%
DRC	138	67	205	67%	33%
Angola	141	53	194	73%	27%
Seychelles	37	8	45	82%	18%
Total	14072	8381	22453	63%	37%

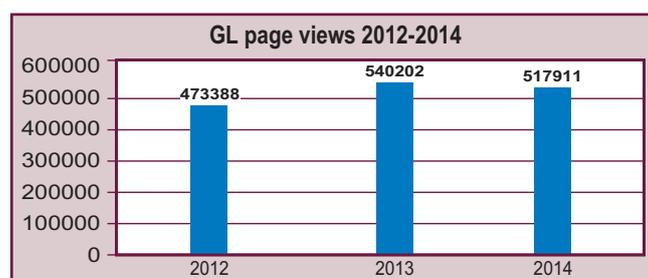
At 4361, Mauritius reached the highest number of people (61% female). Seychelles had the highest proportion of females with 82% attending GL events. At 56%, Zambia had the highest proportion of men participating in events. Madagascar also came close to an equal proportion of males and females, with 45% of their participants being male.

Outreach

GL employs a communication strategy that ensures that a high number of people are reached through various online platforms. One of the main avenues for this is the GL website and over the last few years, including the one under review, there has been an emphasis on using Facebook and Twitter to profile the organisation and its work. Lastly, information is regularly sent out to our mailing list through our contacts database.

GL Website

During 2014, GL had a total of 517,911 page views for its website. This is down slightly from 540,202 in 2013. This decrease is linked to the amount of downtime experienced with the website during 2014, which has prompted GL to begin the process of developing a new website. The total number of visitors to the GL website in 2014 was 207,557. This was made up of 161,703 new users (77.91%) and 45,854 (22.09%) returning visitors.



Most accessed pages on GL website for 2014			
Ranking	Page	Page views	% of total page views
1	Gender Links Survey Manager - Survey Centre	92,721	17.90%
2	Gender Links Survey - Manager Home	48,018	9.27%
3	Gender Links Gender Links for Equality and Justice	31,814	6.14%
4	"MBC reporter in porno stuff", "Malopa took Kachitsa's porn picture"	10,294	1.99%
5	16 Days of Activism	8,960	1.73%
6	Gender Summit	8,262	1.60%
7	GL Cottages	5,987	1.16%
8	SADC Gender Protocol	5,202	1.00%
9	About us	3,575	0.69%
10	Staff	3,370	0.65%

The table shows that the most visited pages during 2014 were those linked to the different online surveys that have been developed. This was followed by access to the Equality and Justice page and an article that contained “porn” in its title. In previous years, GL has found that articles containing such words garner a high number of hits, something which is of concern but also highlights what captures people's attention.

Origin of views of GL website for 2014			
Ranking	Country	Page views	% of total page views
1	South Africa	48,740	17.90%
2	United States	20,337	9.27%
3	Netherlands	11,826	6.14%
4	(not set)	9,623	1.99%
5	Mauritius	9,551	1.73%
6	United Kingdom	7,555	1.60%
7	Zimbabwe	7,486	1.16%
8	Kenya	6,116	1.00%
9	France	6,048	0.69%
10	India	5,403	0.65%

Most views come from people based in South Africa, accounting for almost 20% of the total page views for the website. This is not surprising given that the organisation is headquartered in South Africa. The fact that four African countries have made it onto the list of the top ten countries to access the GL website is excellent news, as the organisation emphasises its work in Africa. In fact 60,369 page visits or 29.09% of all page views originated in Southern Africa (the highest for all regions), demonstrating that GL outreach strategies are working.

When looking at the path people take to access the GL website, the majority or 63.96% do so through Google, followed by direct access to the website

Breakdown of GL Facebook statistics for 2014			
	Like	Female	Male
2012	1883	60%	40%
2013	2483	65%	35%
2014	3023	63%	35%

(20.82%) and through Bing (3.53%). This indicates that GL has increased online exposure and appears easily on online search engines.

As at December 2014 the GL Facebook page had garnered a total of 3023 followers. Thus an approximate 540 new people started following the GL page in 2014 - an average of approximately 45 new followers each month. The Facebook insights indicate that there is a higher proportion of women accessing GL's Facebook page at 63% and men at 35%. The remaining 2% may account for people who do not identify as either men or women, as Facebook accommodates numerous gender identities for users. Since GL posts are primarily in English, Portuguese and French, the majority of followers speak English, followed by French and then Portuguese. Most followers are of Southern African origin, however GL has many international followers. From the USA, GL has 235 followers, 95 from the UK and 77 from Canada. South African followers make up the majority with 739, 263 from Zimbabwe, 258 from Mauritius, 135 from Botswana and 114 from Zambia. During 2014 twitter followers increased by 698, from 2350 in 2013 to 3048 in 2014. As at the end of 2014, GL had tweeted just over 2000 times.

Post Details

Reported stats may be delayed from what appears on posts

Gender Links
1 December 2014 · 🌐

Despite considerable decrease of HIV and AIDS prevalence in some SADC countries, the pandemic remains a health concern in the region. To learn more about efforts to fight the scourge, please visit the Gender Links site: www.genderlinks.org.za or the story in this facebook site...

Southern Africa: The fight to end GBV and HIV & AIDS
Maputo, 1 December: According to the 2014 SADC Gender Protocol Barometer, HIV and AIDS prevalence has decreased consistently over the past decade as fewer people are becoming infected...
GENDERLINKS.ORG.ZA

666 people reached **Boost Post**

Like · Comment · Share 👍 4 🔗

666 People Reached

18 Likes, Comments & Shares

15 Likes **4** On Post **11** On Shares

1 Comments **0** On Post **1** On Shares

2 Shares **2** On Post **0** On Shares

9 Post Clicks

0 Photo views **9** Link clicks **0** Other Clicks

NEGATIVE FEEDBACK

0 Hide Post **0** Hide All Posts

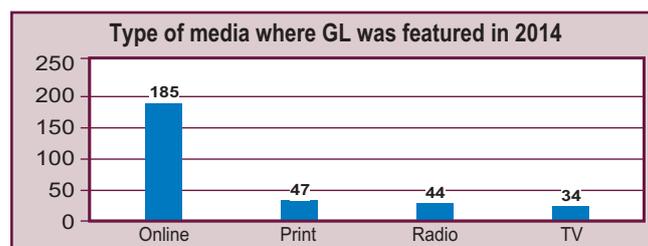
0 Report as Spam **0** Unlike Page

Facebook posts reach and engagement varies depending not only on the content, but also the time at which GL posts. Different posts garner varying degrees of engagement - comments, likes and shares. The post above was on a story produced by the GL News Service on the nexus between gender violence and HIV in Mozambique. It was especially popular because it was posted on World Aids Day on 1 December, during the Sixteen Days of Activism Campaign. It is clear that this issue remains important to many followers, since it garnered a high level of engagement and reached over 600 followers.

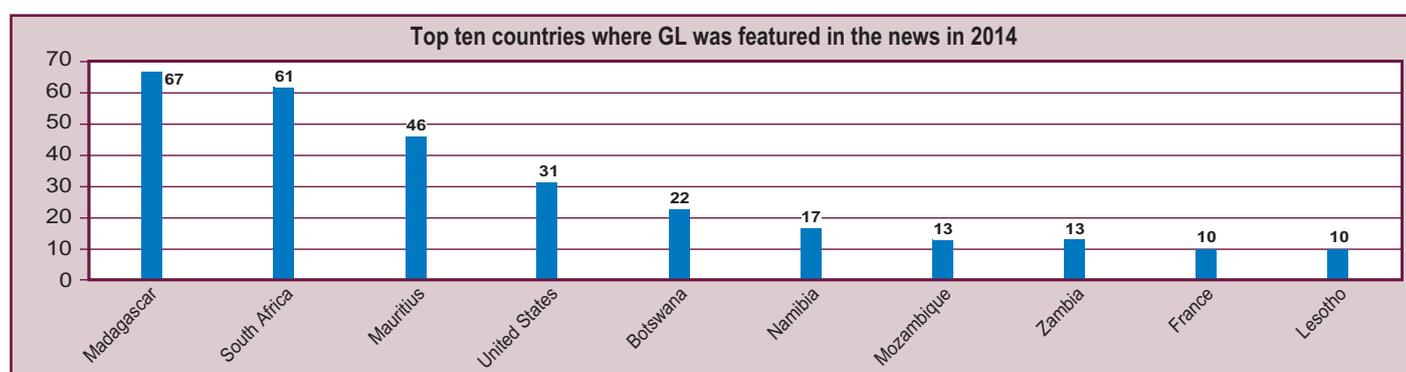
GL in the News

GL places a great deal of emphasis and effort on the use of the media to raise awareness on its work and gender related matters that are of importance. GL views the media as a major player in shaping gender

opinions and attitudes in societies. As such, it works actively through these channels to create impact.



In line with the move towards online access to news, GL used online avenues to highlight its work, appearing 185 times there. GL was also featured an additional 125 times through print, radio, and TV news channels. This means that GL was featured 310 times during 2014, just below once a day. This indicates that GL is able to attract media attention and is contacted in relation to various gender-related matters.



With 67 media features, Madagascar leads on the number of media appearances for GL followed by South Africa with 61. Again, the fact that most of the media appearances made by GL are in African countries means that GL is doing well in reaching its main target audience.

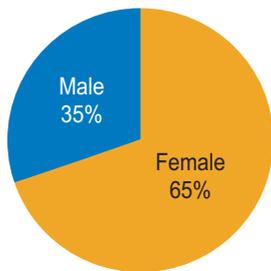
GL List Serve

Over the years, GL has developed a contacts database from people attending its events. This contacts database has continued to grow and is now standing at 17,377 contacts. This is composed of 65% females and 35% males, which is in line with the proportion of females reached through GL events.

Based on the contacts database, people who indicate they wish to receive communications from GL are extracted to form a List Serve. In 2014, a total of 5586 contacts formed part of the List Serve, which includes Lusophone, Francophone, and Donor-specific lists. During 2014 a total on 108 communications were sent to this list.

Number of new contacts per month for 2014	
Month	New uploads
Carry over from 2013	16355
January	65
February	27
March	21
April	193
May	115
June	25
July	14
August	36
September	148
October	279
November	55
December	44
Total	17377

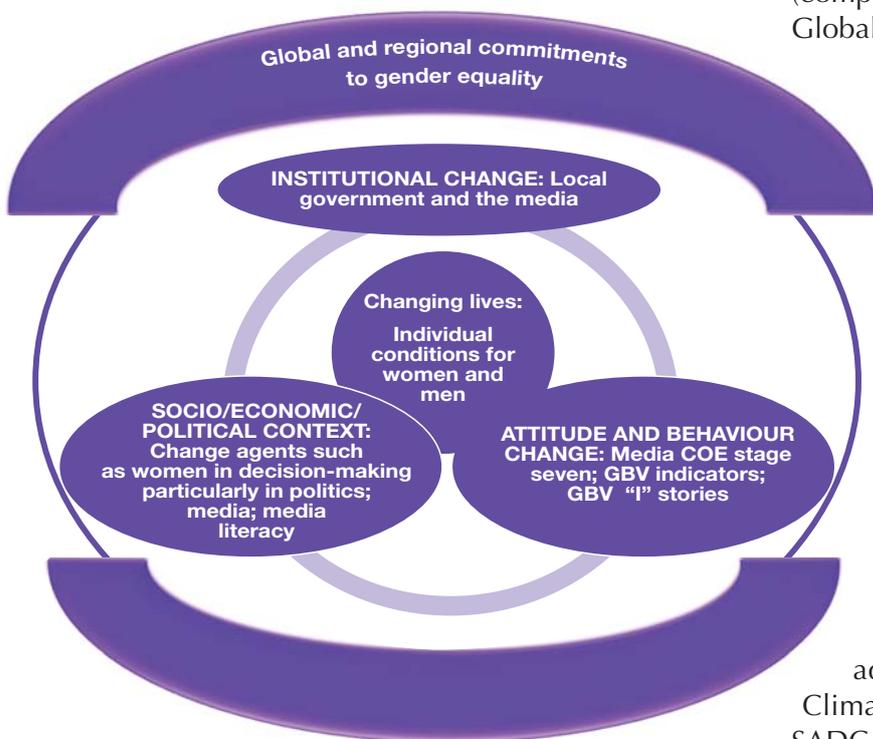
Proportion of female and male contacts



GL CEO Colleen Lowe Morna

Outcomes

Gender Link's Theory of Change begins from the premise that gender is the most cross-cutting source of social exclusion. 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, local and national structures.



Southern Africa, like many regions in the world, is confronting the chasm between progressive *rhetoric* of gender equality, and the *reality* of major social, political and economic gender gaps. On the one

hand, this is the only region in the world to have adopted a legally binding **Southern African Development Community (SADC) Protocol on Gender and Development** with 28 targets in ten sectors to be achieved by 2015, providing a regional roadmap for the attainment of MDG 3 - gender equality. However, women remain the majority of the poor, the dispossessed, the landless and the unemployed. HIV and AIDS has reversed many of the fragile gains: women constitute the majority of those infected and affected by the pandemic which has taken its largest toll in Southern Africa.

Customary practices undermine Constitutions and laws, sometimes condoning gender violence, one of the most telling indicators of gender inequality. Violence Against Women Baseline Studies conducted by GL in six of the fifteen countries in the region shows that between half and two thirds of women in Southern Africa have experienced some form of violence over their lifetime, up to 20% within the last year.¹ These studies, which include an attitude survey, show that while the majority of men say they believe women and men are equal, a shockingly high proportion believe that a man has a right to beat his wife. Research showing that women lack voice and choice is corroborated by GL's 2010 Gender and Media Progress Study showing that women in Southern Africa constituted a mere 19% of news sources (compared to the global figure of 25% in the 2010 Global Media Monitoring Project).

GL's vision is 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 SADC Gender Protocol (SGP). GL believes that the *vicious negative cycle of inequality* can be turned into a *virtuous positive cycle of equality*.

At the **state level** GL, as coordinator of the SADC Gender Protocol Alliance (SGPA), has mounted a high profile campaign for the review of laws and policies, and allocation of resources to achieve the SGP under the banner "*2015: Yes we must!*". This campaign, that includes advocating for an Addendum on Gender and Climate Change, is measured through the annual SADC Gender Protocol Barometer, a key evidence-based mobilising tool for civil society. GL's justice programme works with governments to provide baseline data on gender violence for multi-sector national action plans aimed at halving gender violence by 2015.

The number of governments that have ratified the SADC Gender Protocol (SGP) increased by one to 12 as Malawi ratified the protocol in August 2013. With the SGP now in full force, pressure is mounting on Madagascar (the only remaining signatory not to have ratified the Protocol) to do so.

The Alliance is putting pressure on Botswana and Mauritius to take a lead in the review of the Protocol post 2015 ahead of the August 2015 summit since the current Protocol targets expire in 2015.

SGDI by country 2013/2014			
Country	2013	2014	Variance
Angola	57	58	1
Botswana	69	66	-3
DRC	49	47	-2
Lesotho	75	73	-2
Madagascar	57	61	4
Malawi	62	58	-4
Mauritius	76	77	1
Mozambique	59	59	0
Namibia	75	76	1
Seychelles	82	82	0
South Africa	78	78	0
Swaziland	66	67	1
Tanzania	65	68	3
Zambia	62	61	-1
Zimbabwe	63	63	0

The SADC Gender and Development Index (SGDI), a measure of progress by the 15 countries against 23 indicators in six sectors (education, political participation, the economy, health, HIV and AIDS, and the media) remained unchanged at 66%ⁱⁱ (4% lower than the target) and dropped in five countries (Botswana, Lesotho, DRC, Malawi and Zambia).

SGDI by sector 2013/2014			
Theme	2013	2014	Variance
Governance	49	48	-1
Education	94	92	-2
Economy	72	74	2
Health	63	65	2
HIV and AIDS	55	53	-2
Media	67	67	0

With regard to the six sectors, the SGDI dropped by one percentage point in governance (as a result of the decline in women's political representation in Swaziland, Malawi and South Africaⁱⁱⁱ). Education, HIV and AIDS both experienced a two percentage point drop, while economy and health picked up by

two percentage points each. Major achievements during the period include the adoption of a quota for women in parliament in Zimbabwe using the SGP as a lobbying tool; the adoption of a Zebra electoral system by Namibia's SWAPO party; reduction in maternal mortality rate in most countries and improvements in the number of women in the labour force. With three more elections coming up in the region, hopes remain high for increased women leadership through 50/50 campaigns and media education.

Citizen action exceeded expectation, with 1859 SADC Protocol@Work case studies gathered, 359 more than target, thanks to the 2014 summits -15 district (for the first time), 13 national and a regional summit).

Overall, GL has achieved its target of building a strong coalition around the SADC Gender Protocol. The number of sector MOU's fell slightly short due to several regional NGOs scaling down. However, the Alliance has forged a strong relationship with SADC CNGO, the umbrella network for all NGOs in the region. The strengthening of country networks is creating multiplier effects as these take ownership. A good example is GL's partnership with South African Women in Dialogue (SAWID), a voluntary network that spans the country. GL calculates that it leveraged GBP 17,424 through the *Women Demand Change* campaign with SAWID that mobilised communities, provided venues and coordination support.^{iv} The climate change campaign demonstrates the importance of flexibility. In the long run it is more strategic for sustainable development to be embedded in the SGP, than to be an appendix.

The major challenge is that, in line with MDG 3 (gender equality), the deadline for the 28 targets of the SADC Gender Protocol is 2015. The Alliance has turned this threat into an opportunity through a dual strategy of mounting pressure for implementation in the count-down to 2015, as well as lobbying for a review of the unique sub-regional instrument that brings together all existing regional and international commitments on gender equality. The Alliance kicked off this campaign with a side event at the Commission on the Status of Women (CSW) meeting in February 2014 hosted by Malawi, current chair of SADC.

The major assumption going forward is that governments will be willing to reopen debate on the SGP, which took three years (from 2005 to 2008) to negotiate. Thanks to the Alliance campaign, there is widespread buy-in for stronger provisions on sustainable development. However, there is likely to

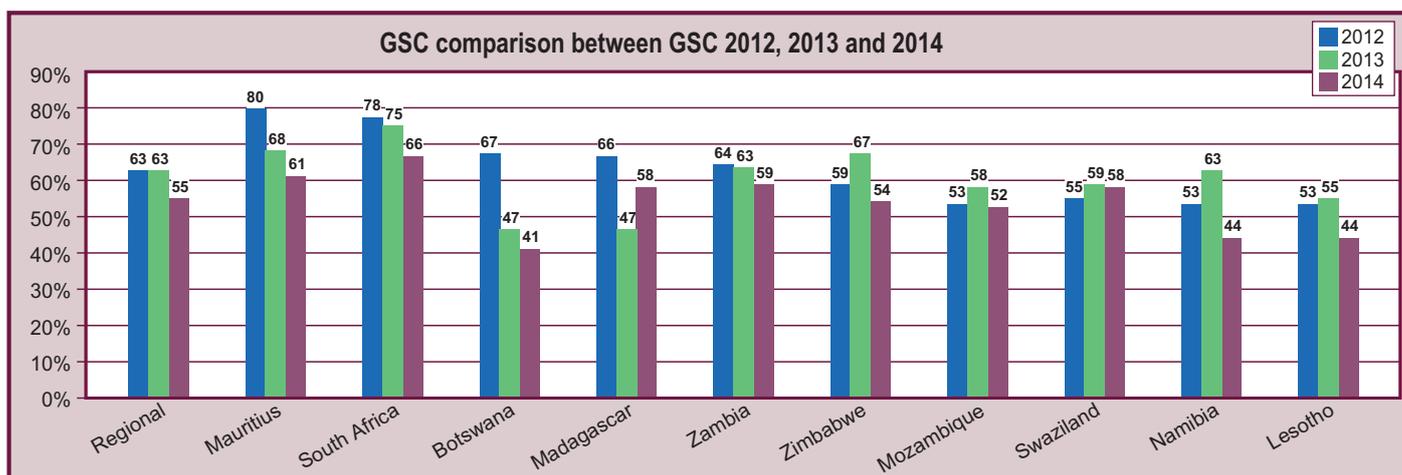
be resistance to a stronger women's rights agenda, including the rights of sexual minorities.

At the *institutional level*, GL integrates the targets of the SGP into 400 local government and media gender action plans that contribute to the attainment of gender parity and gender responsive governance in these sectors.

GL is working with 108 media houses (eight more than target) on a ten stage process that gets assessed each year. Two years ago, GL expanded the seventh stage (backstopping) to an additional ten steps on newsroom training. Overall, GL COE's have completed 54% of the ten stages, but have also covered 41% of Stage Seven. The Gender Score Card (GSC) comprises 20 questions used each year to measure the gender responsiveness of media COEs, with more stringent evidence requirements in 2014. At 71% the GSC was three percentage points higher than target. A key finding of the verification this year

is that media houses contributed R755 871 of their own resources to implementation of the gender policies they have developed, demonstrating the leveraging and VFM effects of this programme. During the year, the media programme revived the Gender and Media Diversity Centre that has extended the COE concept to media training institutions.

Through the 360 local councils in ten countries that have committed to becoming Centres of Excellence (COEs) for Gender in Local Government, GL reaches approximately 35 865 310 people in the SADC region, 26% of the population; a five percentage point increase from the previous year. GL uses a Gender Score Card (GSC) comprising 25 questions to measure gender responsiveness in the councils. In 2014 GL had 15 District Level Summits (DLS) in the run up to the National SADC Gender Protocol Summits. The DLSs provided a platform for 158 local councils that had gender action plans to present their evidence to a panel of judges.



Source: Gender Links 2012-2014.

At 63%, the GSC regional average is the same as last year and eight percentage points higher than in 2012. Mauritius had the highest average score (80%) while Botswana made the most progress (an increase of 20 percentage points). Namibia and Lesotho had the lowest average scores (53%). In six countries average scores decreased by two to ten percentage points.^v

The difference in scores is more likely to be a reflection of greater rigour than lack of progress. In 2013, GL verified the work in councils through site visits by GL staff, self-assessment and judge's scores at the

national summits. In 2014, in an effort to build capacity and decentralise M and E to local level, the COEs gathered their own evidence and presented this at district, national and regional summits. Following GL's engagement with the Bond Principles of Credible Evidence through the Southern African Learning Partnership (SALP), GL tightened up on evidence requirements. GL provided three days training on documenting evidence ahead of the District Summits. Qualitative evidence shows the real changes that are taking place within these institutions.



“We look at gender issues and community development as “soft issues”. The council looks at infrastructural development and municipal services as its main mandate. I was determined to make sure that the council and the Executive Mayoral Committee would buy in and adopt the COE concept within our council. I felt that it was necessary to make sure that change would take place within the organisation.” *Cllr Tinyiko Mogondi, Vhembe District Municipality, Limpopo, South Africa*

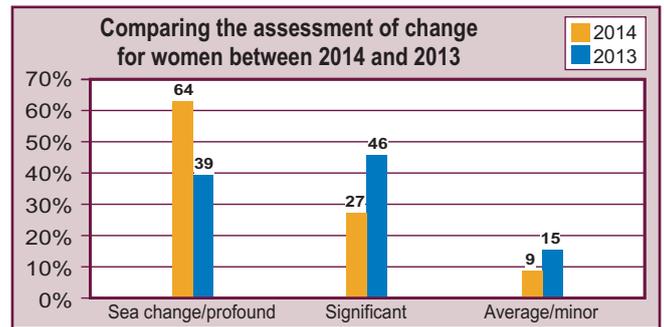
At the **individual level**, GL builds the capacity of Gender Champions and Focal Persons - *Drivers of Change* - to demand accountability through learning-by-doing. GL has also recently launched a programme to link survivors of GBV to local entrepreneurial opportunities, testing a nested ToC on the link between economic empowerment and the reduction of GBV.

	2013	2014	Total
Women	258	76	334
Men	70	31	101
			435

By 2014, GL had gathered 435 stories of change. GL analysed the stories based on a set of indicators that covered specific areas and the degree of overall change. Overall change included:

- Sea change or profound change indicates a change in direction, convictions, vocation, work.

- Significant change refers to concrete and tangible difference.
- Average change: A few cosmetic changes.



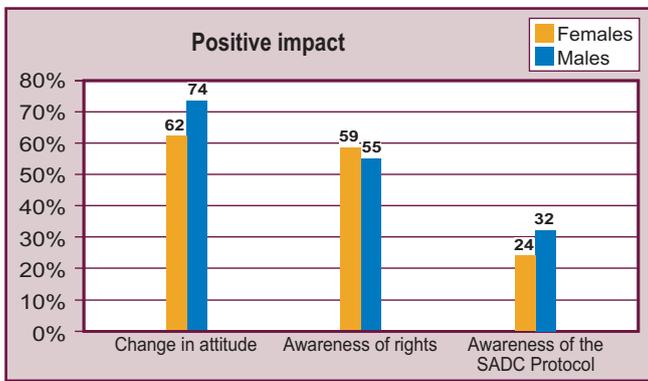
The chart shows that in 2014, 64% of the women and men in this series reported a “profound change” compared to 39% the previous year. Only 9% reported an “average” change, compared to 15% the previous year.



Alefa Lyson, a young Malawian journalist credits GL with profoundly changing her life. “My mother was abused and forced to go to the village because she did not go to school and she depended on my father for everything. I deliberately chose to study and work in the media because I have always wanted to share my story and inspire other girls who might be going through tough situations like the one I went through. I believe the media has the power to inform and inspire people and I wanted to use it in this regard.”

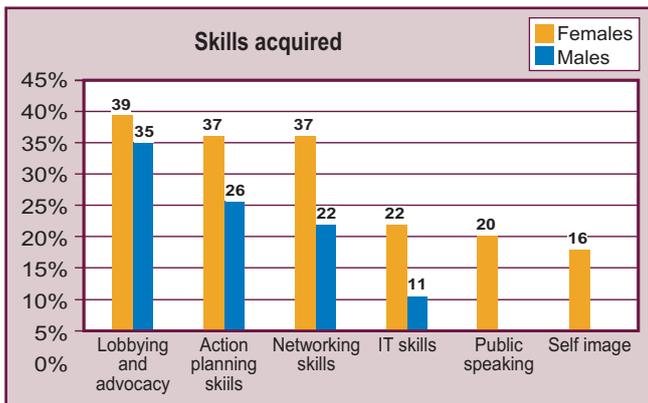
Lyson says working with Gender Links has equipped her with gender skills that are impacting positively on her career goals of empowering a needy girl child. Lyson says there are many girls out there who are failing to realise their potential because of a lack of information and inspiration. This, she says, is what made her start a programme, Mlatho. The programme which started in July 2012 features prominent female experts and models who discuss how needy girls can overcome many things that could stop them from succeeding.

“Through my training from GL I can now explain to my audience the difference between gender and sex and through my programmes and news reporting, I am able to articulate gender issues to avoid confusing people. I feel that the media is partly to blame for creating a gender resistant society because of poorly crafted gender messages,” says Lyson. She says the media should desist from presenting gender issues as a fight between men and women. “Gender is about creating equal opportunities between men and women.”



The most significant change experienced by both men and women was a change in attitude. However, women (59%) and men (55%) also mentioned heightened awareness of rights. The story from a disabled participant at the Namibia summit illustrates how this happens:

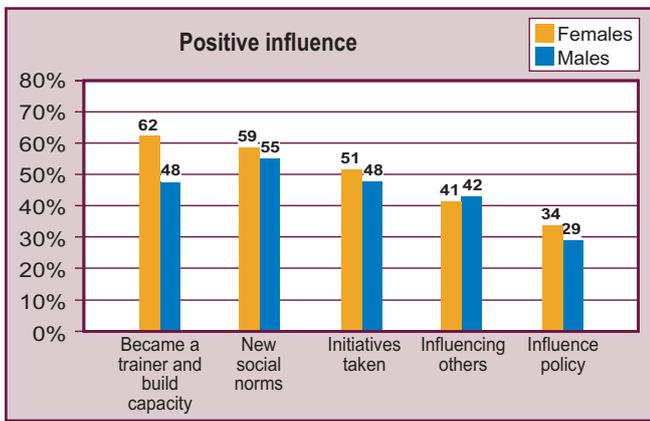
“It is not an ordinary experience with Gender Links. I sent a case study to Gender Links Namibia for the Summit. I realised that GL is very concerned with gender balance, and is also a disability friendly organisation. I thought they would not allow me to come to Windhoek, let alone go to South Africa for the regional Summit. My fears were proven to be false. I am a different person now after the two summits. I was treated like any other entrant. Had it not been for GL, I would have never have flown out of the borders of Namibia. Meeting new people and visiting new countries was a great thing. I only knew other countries by reading about them in books. I did not win a prize myself but I was a victor. People of disability were not widely represented at either Summit. Adding our voices to the bigger picture will help Gender Links achieve its goals.” *Sebastian Soabebe from the Outjo Municipality in Namibia.*



Both men and women are building skills working with Gender Links. Over a third of all women and men said they developed their lobbying and advocacy skills, as illustrated in this case study from Lesotho:

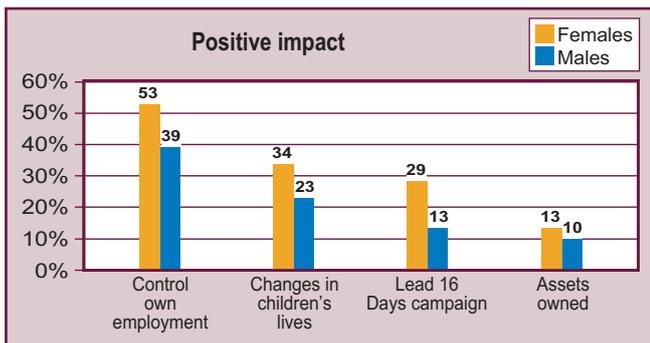


“Attending COE workshops helped me improve my skills in understanding and articulating gender issues. I sharpened my communications skills. Regular follow-ups by GL staff has yielded positive results for me to help me work with my community, transforming lives and helping people live a better life. I gained skills in conflict resolution, helping stop violence against women and climate change and its effects on local communities. Men still control family decisions and they refuse to engage in protected sex. Husbands argue that as men they can have multiple sex partners. HIV prevalence rates are higher amongst women, and it is not fair that they suffer from their husband's choices without having a say in the matter. I have learned to work hard to engage men in gender issues. I ask them to join the support group as this involves care work. If men see the face of HIV and AIDS, hopefully they will understand the consequences of their actions. Gender equality is widely debated within my community, yet people are still confused and fail to understand why gender equality is important. When confusion remains, women lose out. It is my role to make a difference in other people's lives.” - *Councillor Mamorobane Ngakane, Tsoelikana Council, Lesotho*



The graph demonstrates that the Drivers of Change in 2014 men and women making waves in their communities. The fact that over half of all women driving change in Gender Links have become trainers and are themselves working to build the capacity of others demonstrates that the people Gender Links is working with are truly agents of change. Furthermore, the fact that more than half of both men and women are experiencing new social norms demonstrates that change is moving from the individual level to that of the community, as illustrated in this case study from Madagascar:

“For three years now, I have been the deputy mayor of the rural council of Antanamitarana in Madagascar. I am an active member of the gender and GBV committee. I am also president of an association called "Kilonga," which means children. We work for the protection of children's rights. My first contact with Gender Links was in 2008. We learned about the SADC Protocol on Gender and Development. I am very enthusiastic about the training and capacity building provided by Gender Links. Since my first contact with Gender Links, I have become strongly convinced that minds can change. People are ready to accept that GBV should be punished. I can also say that thanks to Gender Links, I learned a lot about gender, and I now share my knowledge with my friends and family. I have gained skills in conflict resolution, this has been particularly important to me.” *Herilala Tsimba Razakaina*



an important element of their experience with Gender Links. This has seemed to have a particularly important knock-on effect on children's lives. We received many stories of mothers who were able to pay their children's school fees, for example. Another rising star in Gender Link's programmatic work is the Gender Based Violence Agenda. Nearly a third of all women in 2014 were driving activities on Gender Based Violence around the 16 Days of Activism. This is demonstrating the integration of different programmes within the organisation, as experienced by people realising their rights. In 2013, GL started the Taking charge! Project which works with GBV survivors in ten COE councils in ten countries on a life and applied entrepreneurship training programme. To date the project has trained nearly 1500 women in ten COE countries.

Perhaps the biggest story from the drivers of change analysis in 2014 is around the integration of economic rights, and the changes that seem to have emanated from this. The indicator around 'controlling own employment' was insignificant in 2013, while in 2014 over half of all women mentioned this as being



In her story Emildah Chamboko from Zimbabwe talks about how she is 'empowered now'. "In 2013 I participated in the "I" story workshop for GBV survivors to experience healing through writing their life stories. The workshop lifted a heavy burden off my shoulders and made me see things in a differently."

“At the first workshop GL gave me \$75 for transport. I saved that money and started a business which has grown. I am happy. I can afford to take care of my children. I pay their fees, medical bills and I am renting a flea-market stall. I get \$100 as maintenance from my husband which is not enough. Through the entrepreneurship programme, I am able to make my own decisions and will never take abuse from anyone!”

i Violence Against Women Baseline studies in South Africa, Mauritius, Botswana, Zambia, Zimbabwe and Lesotho. Pamphlet.
 ii 2014 SADC Gender Protocol Key Indicators
 iii Gender in the South African 2014 Elections, an analysis by Gender Links of the recent SA elections.
 iv SAWID/GL VFM case study
 v Local government COE tracking sheet, Overview 3 - Outcomes, Excel spread sheet.

Innovation, Knowledge and Learning

By Monica Bandeira - M&E Manager and Caitlin Blaser, Consultant

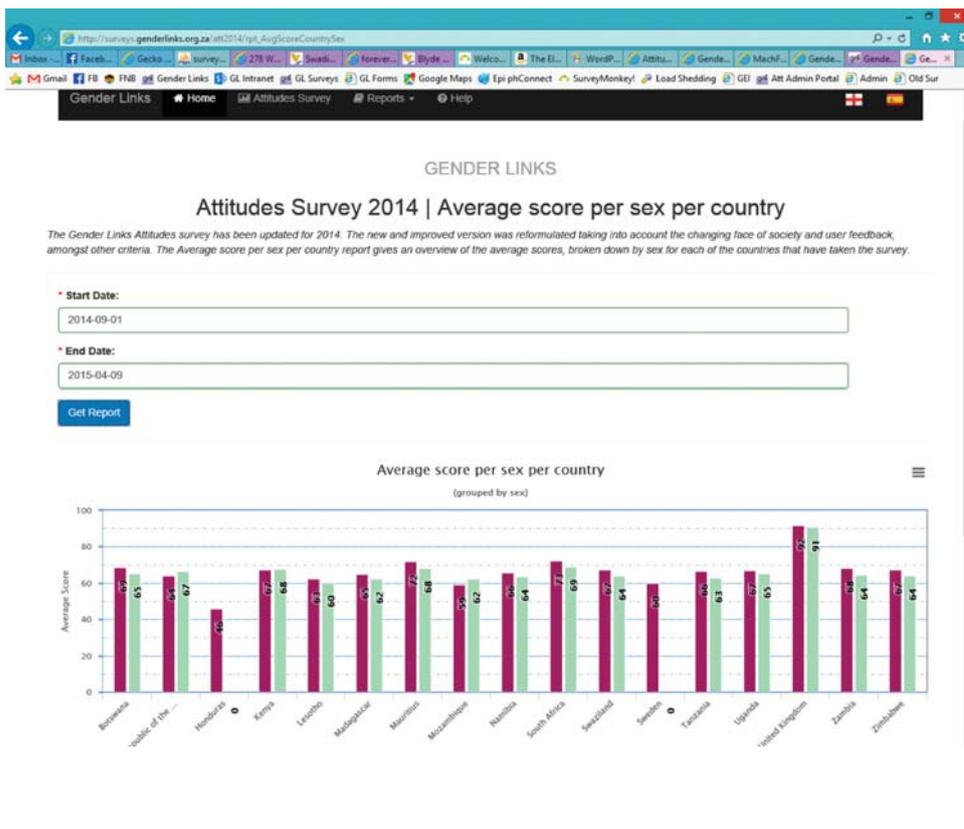


A learning organisation: Albert Ngosa, Monica Bandeira, Susan Mogari and Judith Maneli.

Photo: Gender Links

Since making the transition from M&E to Results for Change which brings together M and E, knowledge, learning, innovation, and value for money, GL has

invested greatly in developing innovative systems and tools for data collection and analysis.

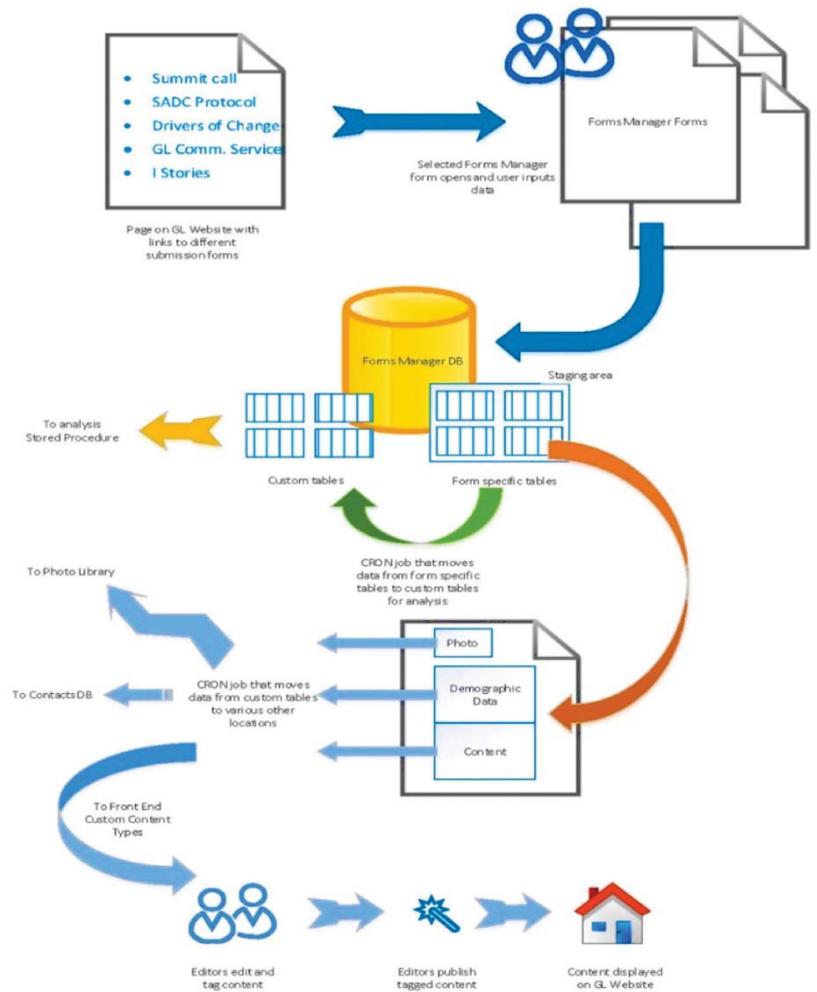


Over the years Gender Links has developed a number of online platforms to capture data gathered in the countries it works in. During 2014 the focus was on ensuring that these online surveys are also accompanied by a number of reports that anyone can access through the website. These provide real time access to the data the organisation collects to anyone interested in exploring it. These innovations are important tools in advocacy as they provide information on how different countries rate in relation to important aspects of GLs work, such as Gender Attitudes, Citizen Scorecards, Knowledge of the SADC Gender Protocol, and Organisational Gender Scorecards. The figure adjacent illustrates the kind of report that can be extracted regarding Gender Attitudes.

GL took this innovation a step further during the 2014 summits, by developing a complex system (see diagram) of gathering the over 700 case studies online, publishing them to the website, and shunting the various products (such as photos and videos to GL IT archives). The online application included two integrated surveys: how citizens have used the SADC Gender Protocol (SGP) and what they would like to see strengthened post 2015. This also resulted in VFM green savings of GBP5175 (savings in printing costs) and resulted in IT capacity building.

Some online surveys have been created for internal purposes and are not accessible by the public. These serve an important project tracking and research data collection function. One such survey is the Gender Empowerment Index (GEI) which is being used to assess the impact of our entrepreneurship development project with women survivors of GBV. By gathering the GEI at the beginning and at the end of the project we will be in a position to assess its impact.

GL has also expanded its support to other organisations through exploring the degree to which they are gender sensitive. The Organisational Scorecard was developed as a way for staff from these organisations to rate themselves and the organisation in relation to gender and has proved to be a useful starting point in exploring this issue with organisations. The Organisational Scorecard



is also available on the GL website and produces a number of reports on the data collected.

GL continues to improve on the way it gathers data regarding programme work, through the development of a new system using Epi Info. This should improve the efficiency and effectiveness of monitoring and tracking implementation. As an example, the work GL does with over 400 councils in ten countries will be tracked on Epi where each council has a record where data about it and all events or workshops conducted with them are captured (image left). An exciting part of using Epi Info is that through the use of coordinates GL will be able to map all its events on a world map. Much of the development of this new system took place during 2014 and it will go live in 2015.

Council Info	
Country	Botswana
Council	Bobirwa Sub District
Population	19000

Baseline Info - Stage 2		Follow-up Info - Stage 9	
Year of becoming a COE (Baseline): 2010		Year of follow-up: 2015	
No of women @ baseline	3	No of women @ follow-up	82
No of men @ baseline	18	No of men @ follow-up	73
Total No of men and women @ baseline	21	Total No of men and women @ follow-up	155
% women @ baseline	14,28571	% women @ follow-up	52,90322
No of women in management @ baseline	13	No of women in management @ follow-up	11
No of men in management @ baseline	259	No of men in management @ follow-up	13
Total No in management @ baseline	272	Total No in management @ follow-up	24
% women in management @ baseline	4,779411	% women in management @ follow-up	45,83333
No of women councilors @ baseline	3	No of women councilors @ follow-up	3
No of men councilors @ baseline	18	No of men councilors @ follow-up	16
Total No of councilors @ baseline	21	Total No of councilors @ follow-up	19
% women councilors @ baseline	14,28571	% women councilors @ follow-up	15,78947
Baseline Score	0	Follow-up Score	
		Judges Score	
		Average Score	

Stages

Stage 1
 Stage 6
 Stage 11 (1 story Baseline)

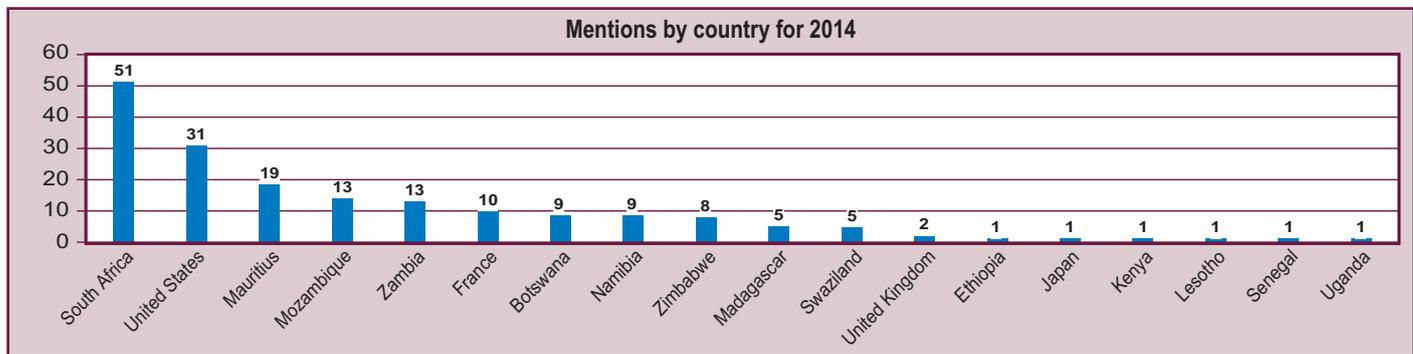
Stage 2
 Stage 7
 Stage 12 (Phase 1)

Stage 3
 Stage 8
 Stage 13 (Phase 2)

Stage 4
 Stage 9
 Stage 14 (Phase 3)

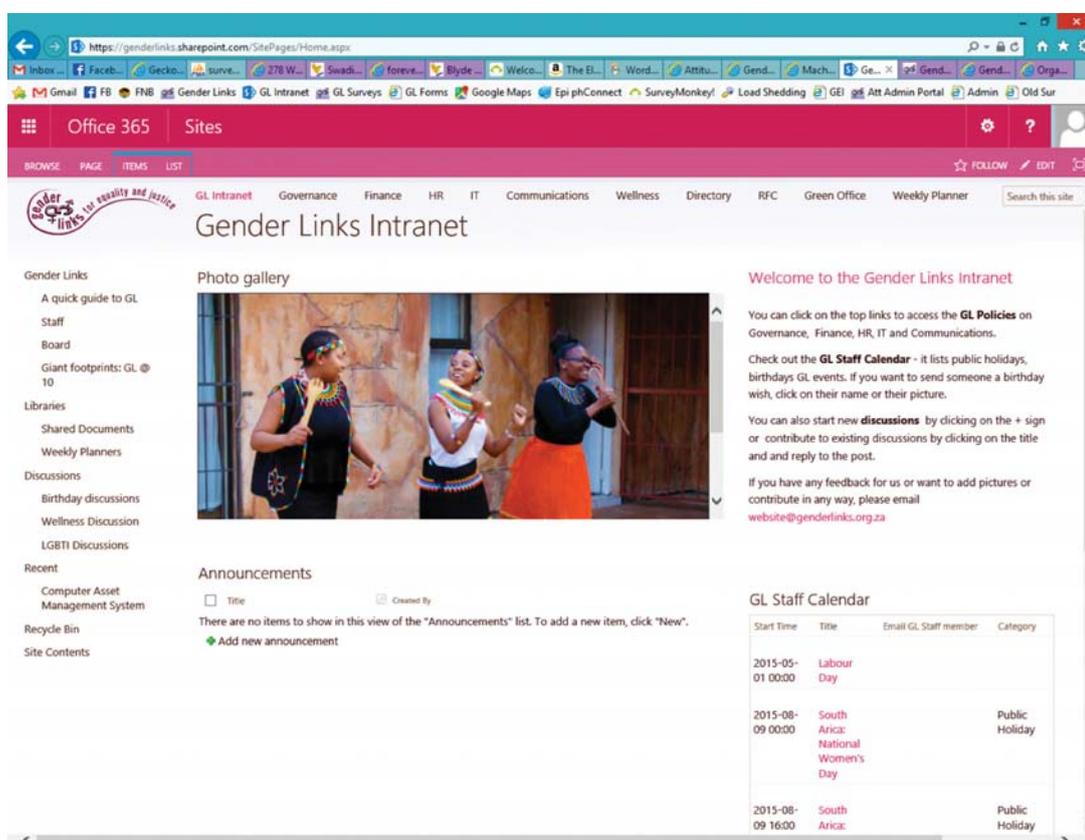
Stage 5
 Stage 10
 Stage 15 (ME Follow-up)

Events



It is important for GL to monitor the extent to which its work reaches people. This is referred to as outreach and much of this involves monitoring the extent to which GL is mentioned in the media. GL has obtained

detailed information of its online footprint through a service called Meltwater News. The graph illustrates the information GL is able to obtain regarding where and how many times it appears online.



During 2014, GL made a concerted effort to maximise its use of SharePoint through office 365. This platform facilitates the sharing and storage of and collaboration on documents across countries. It also provides a platform for staff across all countries to connect. Given that it is a cloud-based solution, staff are able to work on the same document at any time independent of server activity at HQ. In addition, this has also led to a decrease in the number of emails sent as everyone accesses these online.

Knowledge

Gender Links is becoming a reference point for scholarship on gender in the SADC region. This is immediately evident through a search on Google Scholar for "Gender Links." While largely anecdotal, this brief review of google findings spells out some key areas of impact of the knowledge being generated by Gender Links.



Such a search yields nearly 900 results, and the scope and caliber of the academic community engaging with the organization is a testament to the quality of research taking place.

The first page of “hits” are documents exclusively authored by Gender Links, which gives a sense of the level of research output of the organization. With both region-wide research projects appearing and country studies in 9 different countries, it is clear that the organization is working on the ground across the region.

One of the first things that is evident is that certain foundational documents of Gender Links are taken up widely; their citations are ongoing, indicating that they are becoming reference points. For example, the “Ringing up the Changes” report appears as a citation in 41 academic articles, some as recent as 2012, meaning its relevance is still widespread. Similarly, the *Gender in Media Training: A South African tool kit* was published in 2002, but was still being cited in 2013, indicating its ongoing value and relevance.

An additional search on SADC Protocol on Gender and Development ranks the Gender Links website as second in line, only after the SADC website itself. This demonstrates the importance of Gender Links as a reference point around the Protocol on Gender and Development. Furthermore, in a scholar search on the same, 74 sources cite gender links. Of them, topics covered include electoral gender quotas, gender budgeting, peacekeeping, and gender in the media.

The caliber of publications citing Gender Links reports is also noteworthy, indicating that Gender Links is generating quality research, which is being taken seriously and recognized in the academic community. Gender Links publications are cited 176 times in articles appearing in peer reviewed journals. This includes such diverse journals such as *Gender and Development*, *Journal of African Media Studies*, *Politics and Gender*, *Journal of Health Communication*, and *Representation*. Furthermore, Gender Links publications emerge as key sources in three books, including *Gender and the Millennium Development Goals*.

Anecdotal evidence has already demonstrated that Gender Links research and methods are receiving widespread uptake in the practitioner sphere. For

example, the UN Office on Drugs and Crime uses the Gender Link's Barometer in its own research. Civil society organisations in India are modeling their own citizen monitoring mechanism after the Barometer. Local government Centers of Excellence are being formed in Fiji. Now it is apparent that Gender Links impact is also being felt in the realm of scholarship.

Finally, while peer reviewed, academic journals aren't Gender Links' primary target, it is clear that its reach is extended to these debates. For example, the article “*Electoral gender quotes: Between equality of opportunity and equality of result*,” Gender Links is extensively cited. A comparative study of gender based electoral quotas in nearly 100 countries finds that, contrary to popular belief, quota systems are coming closer to providing equality of opportunity than equality of result. This article was cited 43 times in peer reviewed journals, and has findings which are clearly important for academics and policy makers alike. This is only one example of over a hundred like it.

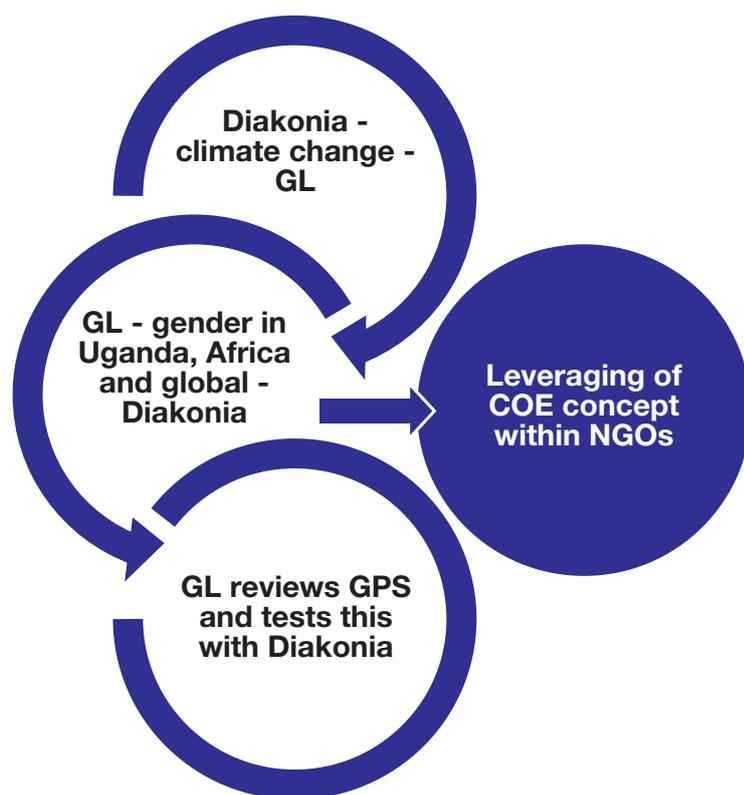
Another such example is “*Numbers and beyond: The relevance of critical mass in gender research*.” This article explores whether women represent the interests of women once elected into office. Obviously, independent academic research like this is invaluable for Gender Links to test empirically its theory of change, which has as an assumption that having more women elected into office will lead to real changes in the lives of women in the constituency. (Happily, and not surprisingly for organizations working on gender at the local level, the researchers found that “representation by gender improves substantive outcomes for women in every polity for which we have a measure.”)

While widespread recognition in the arenas of governance and the media are not particularly surprising, given that they are the mainstay of Gender Link's focus, emerging scholarship is also reflecting the shift in focus of Gender Link's work, with a widespread research plan on Gender Based violence gaining traction in academic debates on GBV. Furthermore, the roll out of entrepreneurship work has been reflected in the ways and kinds of organisations making reference to the organisation, with economic empowerment emerging as an important area of research and discussion.

Learning

GL is a learning organisation that produces major research every year (such as 15 country and a regional Barometer on progress towards achieving the targets of the SGP). The table illustrates the several interlocking and dynamic partnerships that leverage the work of GL and vice versa, including a recent presentation to DFID South Africa on the implications of the International Development (Gender Equality Act) 2014.

GL's partnership with Swedish-based Diakonia is an example of a dynamic learning partnership. Diakonia, a GL donor, offered GL training on climate change, then requested assistance (provided through GL's consulting arm - GL Services) for gender mainstreaming in Uganda, then Africa, now globally. GL is leveraging its Centres of Excellence (COE) concept with Diakonia, including using the GSC and GPS. Diakonia feedback on the GPS has resulted in GL adding five questions on "difficult" issues to the GPS and updating its ToC to include diverse gender identities. The table maps the different Learning Partnerships that GL belongs to and how these enhance sustainability.



Mapping of GL learning and sharing

Learning groups	Brief Description	Formal mechanisms	Informal mechanisms	Effects and contribution to sustainability
PPA Gender Working Group	Global PPA partners.	Periodic meetings.	Regular E Mail exchanges.	GL has improved and refined its Theory of Change.
Southern African Learning Partnership (SALP)	GL (the only southern-based PPA grantee) coordinates the group of representative offices of PPA's in the region.	Meetings twice a year - the last in November 2013 focused on Value for Money and Innovation.	Strengthened bilateral ties, e.g. GL is now working with Oxfam Southern Africa on a funding strategy for strengthening the women's movement in Southern Africa.	GL and partners adapted the Bond Principles of Credible Evidence; these have been incorporated in GL's Results for Change Manual. GL's has enhanced its capacity on VFM through the partnership, including collecting 15 case studies on the GL website.
DFID SA	Local DFID office.	GL invited to run a "teach in" on the new Gender Equality Act for International Development.	Frequent exchange of E Mails on DFID and GL priorities, especially on VAW.	GL is well networked with DFID in the host office and country operations, where it is also eligible to apply for funds.
The Alliance Network	Network of 15 country and ten theme clusters that champion the SGP.	Lobbying, research, media and advocacy training linked to annual meetings.	Frequent alerts sent by members, eg a controversial provision in the rape law in Mozambique.	Ownership by members of the network has been enhanced (see Part One, Section 6, Beneficiary Feedback); networks now raising their own funds.
Media and Local Government COEs	400 institutions that GL works with on gender mainstreaming.	Annual verification and "Learning through Listening" papers.	Study visits and exchanges.	45% increase in COE fund raising and allocations for gender work in 2012/2013.
The Gender and Media Diversity Centre	Media development and training institutions.	Biannual meetings, monthly seminars, online journal.	Alerts on gender stereotypes in the media.	Dynamic learning and sharing centre linked to the global Gender and Media Alliance led by UNESCO that will sustain momentum on gender and media work.
Institutional	GL staff, associates and Board.	Annual <i>Learning Journey</i> - reflection by all staff.	Monthly "brown bag" lunches on various topics.	These sessions provide a well of ideas and inspiration for GL work.

The Norwegian Church Aid (NCA) “categorises GL as a **resource partner** because of the immense knowledge and experience on gender that it brings to its partner portfolio. This is one of their major contributions to our work. They have been a great resource to our core partners, faith based organisations who are largely less experienced on gender issues. They have particularly assisted in empowering them to understand gender concepts, gender mainstreaming and building sustainable campaigns as well as link them to broader human rights discourse and gender coalitions. Apart from trainings they have done for FBOs working with NCA over the years, we were able to build on GL's resources to challenge leadership in churches to uphold human rights instruments and this formed the basis of a chapter in our toolkit: Understanding Human Rights, Gender and the Bible for example. Since 2013, with support from NCA there is a special award for faith based organisations as part of the SADC Gender Protocol Summit and Awards.”¹

An important part of learning for GL is how we learn from others. GL has been part of several learning platforms (see table) and initiated the Southern African Learning Partnership (SALP) in 2013. This platform has provided the organisation with opportunities to engage with other organisations in Southern Africa regarding themes that are relevant to all. In 2014, SALP met in Harare to discuss Value for Money and Innovation. Learning papers were exchanged and discussions on what is meant by innovation took place. This information was integrated back into GL when the VfM policy was developed. Learning and sharing with other organisations is seen as central to the way in which GL operates.

Internally, the organisation has also developed ways of gathering information regarding its institutional effectiveness through its Organisational Scorecard and the 360 degree evaluations that occur annually. By improving the systems for data capturing and analysis the organisation is able to produce useful outputs that facilitate engagement and integration into work. Internal learning continues to be emphasised in GL with several platforms created for this. On one hand, internal seminars take place on different themes during the year, allowing people to share learnings and creating space for debate on challenging topics. During 2014 the focus was on LGBTI and several discussions took place within the organisation regarding this. On the other hand, GL continues to produce a collection of learning journeys from staff. These are powerful narratives from each staff member regarding something they learnt during the year.

How GL applies learning to its programming

In the flagship Alliance programme, GL and its partners set out to campaign for an Addendum on Gender and Climate Change, based on the experience of working with the SADC Gender Protocol (SGP) at the local level. Despite gathering 1067 signatures in support of the Addendum, the move met with bureaucratic inertia from the SADC Gender Unit (SADC GU), anxious not to reopen negotiations on the Protocol.

However, as a result of the campaign, the Alliance succeeded in mainstreaming gender in the SADC Protocol on Environmental Management and Sustainable Development (SPEMSD). More important, this “creative tension” between civil society and governments led to a change of tactics. With 2015 (deadline for the SADC and MDG targets) around the corner, the Alliance realised that it is more strategic to lobby for inclusion of sustainable development in the updated SGP, than to lobby for an appendix to the existing instrument.

In its **Gender and Media**

work, GL's assumption that dominant norms that lead to the exclusion of women's voices can be changed relatively quickly has proved elusive. Women sources in the media COE's have remained at around 21% to 22%. However, as a result of flexible funding, GL has been able to expand the ten stage COE process by another ten steps to train journalists on- the-job and to renew work with media training institutions. As reflected in this year's report, this strategy is poised to deliver long term results.



GL made some errors of calculation in opening a Lusophone **GL News Service**. Mozambique only has a few daily and two weekly papers that compete against each other, making it difficult to achieve critical mass, especially as costs of operating in Angola have proved too prohibitive to extend the service there. However, the extensive reach of radio, and growing reach of new media in Mozambique prompted GL to change strategy to more creative multi-media solutions that have since also been applied to the Anglophone and Francophone Services. In addition, as mentioned earlier, the opening of an office linked to this service has great long term strategic and leveraging value for GL.



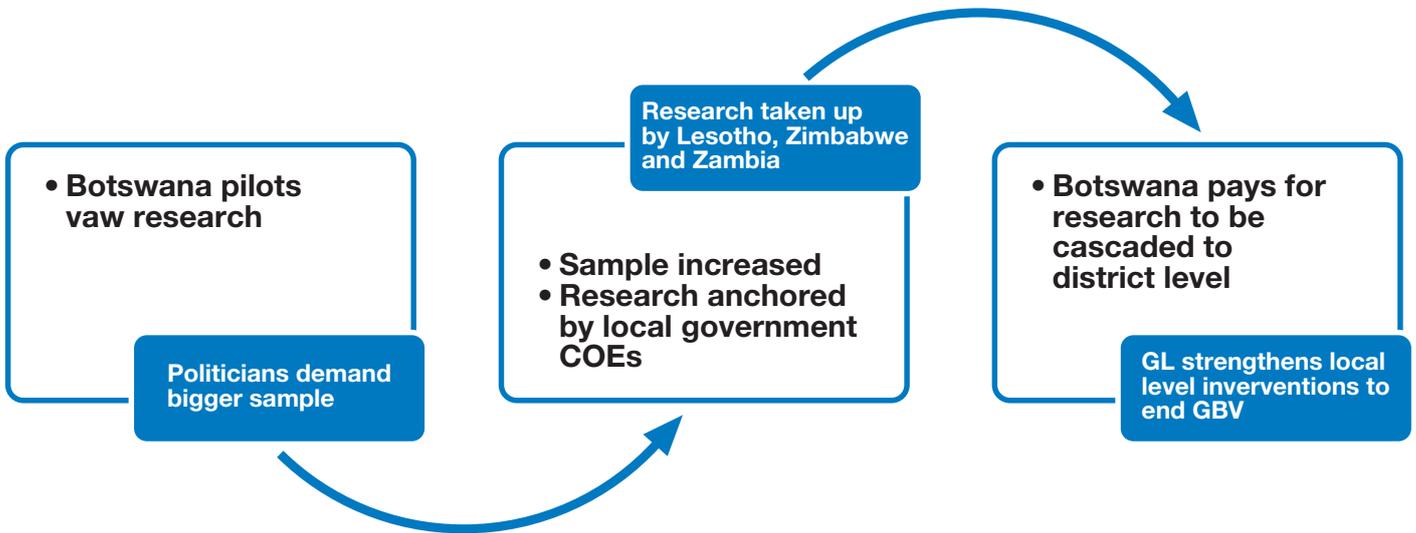
In its **Gender and Local Government** work, GL assumed that it could increase women's representation in local government in the short term. Such changes are only possible when there are elections, and even then there

has been an even mix of progress and regression, again showing that social change is seldom linear. Based on the experience in Mauritius, where GL played a central and acknowledged role in devising a legislated quota for women in local government that led to a quadrupling of women's representation in one election, GL is now sharpening its focus on lobbying for legislated quotas over the coming two years.

An unintended consequence of GL's more stringent evidence requirements from its local government COEs in the 2014 summits is that gender scores

dropped, reflecting greater rigour rather than regression. On the other hand, this evidence revealed a six fold increase in resources raised or committed by the COEs to GBP 2 225 288 in 2013/2014, compared to GBP 11 415 in PPA spend: a powerful indicator of increased commitment to gender responsive governance, and one of GL's best VFM case studies.ⁱⁱ

In its **Gender Justice** portfolio that measures VAW, GL's first national pilot study in Botswana produced such shocking results that some politicians questioned the sample and demanded that the study be cascaded to district level (which the government is now paying for). GL pre-empted similar criticism in Lesotho, Zimbabwe and Zambia by expanding the research to include districts, anchored by the local government COE's. This approach has helped to enhance local engagement with the research - a key priority in the coming period.



ⁱ Reference letter, Loveness Jambaya Nyakujarah, Regional Gender Policy Advisor
ⁱⁱ GL Gender and Governance VFM Case Study, GL VFM Case Study

INSTITUTIONAL EFFECTIVENESS



Singing to the same tune: GL Staff Choir Practice.

Photo: Gender Links

Actions taken by GL in 2014	Effect on results
Governance	
Annual board meetings, adoption of an Anti-Corruption policy, an Internal Audit function within GL, Minimum Standards for Country Offices, a succession plan and policy and Code of Conduct.	Strengthening good governance, financial oversight, succession planning and sustainability.
Planning	
Annual staff planning in January and June each year.	Strong coordination and programme synergy, resulting in cost savings.
Programmes	
Some of GL's most strategic work, like aligning national gender policies and action plans to the SGP; gender and media monitoring and the SADC Gender Protocol@Work Summit.	Bringing together all GL programme work under the SADC Protocol@Work summits and cascading these to district level.
Partnerships	
152% increase in partner MOUs.	Extending footprints and leveraging - see Part One, Section 9 on partnerships; VFM case studies.
MEL	
GL participation in Bond, IATI and VFM courses; expanding the Results for Change Manual to include Principles of Credible Evidence and VFM.	GL Gender Surveys on the website and automated; pioneering work on online gathering and dissemination of good practices (see Part Four, Innovation and Learning).
IT	
Shift to cloud computing; automation of key M and E tools, including the Gender Progress Score (GPS) and media monitoring.	Savings plus significant staff capacity building.
Human resources	
An HR consultant, leadership training and coaching, HR strategy, internal time use study, in-house job evaluation, use of interns, team building.	HR savings through working smarter.
Finance	
Financial systems upgrade; appointing and training financial staff for country operations; audits.	GL has received clean audits over the three years and did not experience any financial losses through fraud.
Sustainability	
Salaries for staff involved in fund raising; 53 funding applications submitted, 60% success rate. Greater emphasis on GL's diversification strategy.	GL social entrepreneurship ventures are beginning to yield results.

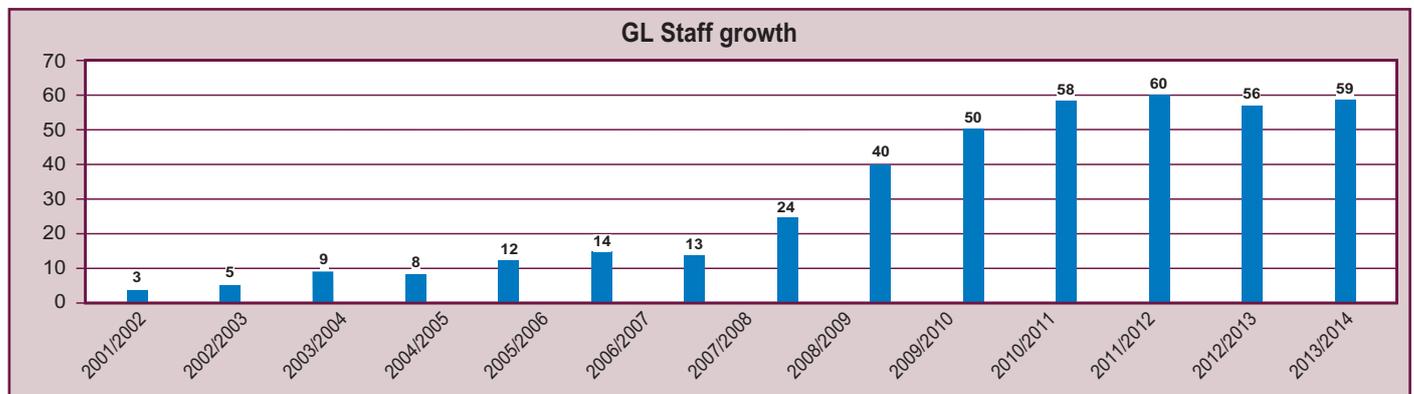
Human Resources

By Vivien Bakainaga, HR Manager



Vivien Bakainaga

Total number of GL staff	59 staff members
Sex disaggregation	44 women (75%) and 15 men (25%)
Geographical set up	Head office in South Africa 9 Country offices in SADC region
Staff demographics	Staff originate from 13 countries
Outcomes	Staff development, staff retention and employee wellness



After the steep growth in staff numbers from 2010 onwards, GL staff growth tapered off in 2014, dropping slightly from 60 to 59. With funding uncertainties looming in 2016, GL is going through a process of right-sizing through consolidating programmes and departments and trimming upper-level management; optimum use of available human resources, and automation of certain functions, to ensure quality over the quantity. GL scaled back country offices in

Namibia and Swaziland to project sites. The two country managers have gone onto consultancy contracts. The last Executive Committee meeting put a freeze on hiring in order to balance the HR Budget for 2015. GL has to maintain a proportion of not more than 25% on support staff. For the first time in 2014 GL had to use its reserves to cover some of the HR Budget. This has led HR to look for ways of working smart.

Sex disaggregated data of GL Staff										
	2010/2011		2011/2012		2012/2013		2014		2015	
Women	40	80%	41	70%	44	73%	47	77%	44	75%
Men	10	20%	17	30%	16	27%	13	23%	15	25%

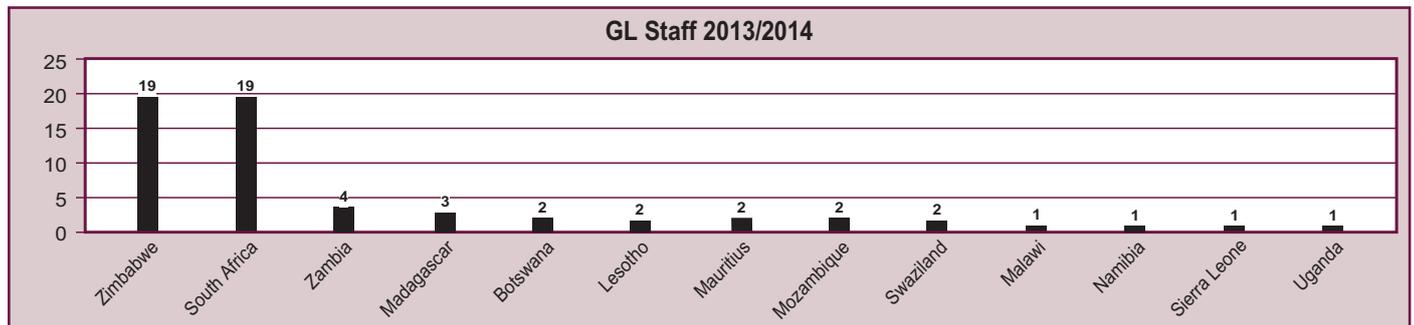
GL promotes gender equality in its recruitment policies. Although by the nature of GL work the majority of staff are women, GL has recruited a male as the Head of Finance and Administration which will increase the

numbers of male employees. GL Zambia office is run by male staff, the Country Manager and Programme Officer. The percentage of male staff has slightly increased from 23% in 2014 to 25% in 2015.

GL staff 2014

As a regional NGO, GL attracts multinational professionals mainly from SADC countries. GL has a diverse staff compliment from 13 countries, 57 from

SADC region, one from Sierra Leone and one from East Africa (Uganda). Zimbabwe and South Africa have the highest number of staff (19) respectively. The average age of GL staff is 37 years.



Staff movement

Reason	No left	Corporate Services/ country finance	Exec	Alliance	Media and Comms	Cottages	Replaced
Retirement	1						
Failed to make probation	1						1
Personal/ better offer etc	9	6	1				5
Total	11	6	1	0	0	0	6

Eleven staff left GL last year; a turnover of 15% for potentially avoidable reasons, and 4% for unavoidable reasons such as retirement, end of contract, failing to meet probation requirement, disciplinary reasons and to further their studies. More than half of the staff who left were corporate service or country finance staff, reflecting both the generally mobile nature of this work sector, but also some of the challenges GL faced in implementing new systems. Four staff left from the governance/country cluster and the Deputy CEO stepped down in the executive cluster. The Alliance, Media and Communications and GL Services did not lose any staff in the period under review. Significantly of the eleven staff who left, GL only replaced six, as part of the right-sizing exercise currently being undertaken in anticipation of lower budgets in 2015 and 2016.

GL's principle is to re-structure through natural attrition to avoid retrenchment: gradually and seamlessly. GL believes that once seeds are planted they can remain dormant during a dry spell but bounce back to life in the rainy season. For example, GL scaled down the Namibia office after the NEPAD grant ended, but retained its registration and the services of the country manager with potential new funding on the horizon.



Retaining good staff

Attracting and retaining good staff remains a key goal. Over the last year GL has taken the following steps:

- Job evaluation:** In June 2014 GL benchmarked its salaries against a reputable company Averil Ryder, and it fared favourably. GL addressed a few anomalies identified. GL grants 5% cost of living adjustment every year and has a notch system that awards an additional 5% to strong performers.

- **Other Staff benefits:** In 2014, GL introduced a staff medical aid scheme and risk covers for all staff. GL offers free financial expertise for staff retirement annuities and other financial planning.
- **Flexibility:** GL allows staff to work from home under certain circumstances.
- **Affirming good performance:** In addition to the remuneration linked performance system, GL 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 identifies potential for growth, if someone leaves, GL first looks within before advertising and teams pull together to cover gaps if one player is short. For example, Madagascar Country Manager was promoted to Director of Francophone, SA Governance Manager was promoted to Deputy Governance Manager; Governance officer was shifted to Monitoring and Evaluation where he has had in-training to perform at high level M and E officer. Swaziland Programme Officer was transferred to HQ to maximise his skills in audio and visual; when the IT officer left, the Audio Visual officer filled that gap smoothly, The HQ Finance Officer was transferred to Lesotho as Finance and Admin Officer when there was a gap and for her regional exposure. Finance Assistant was moved to Reception, the driver has potential to grow and has been assigned other duties as a Logistics Officer.
- **Staff wellness programme:** This programme enhances the work life balance through team building activities, offering health talks to staff, financial talks, physical exercise and community responsibility.

- **Capacity building:** GL identifies, maps and grows leadership talent within. It encourages learning including on the job learning as reflected in the GL Learning journey. GL places importance on individual staff development and gives 5 days study leave to staff members who are doing studies. One of GL staff who was granted a scholarship to study in Ireland for her masters returned in October 2014 and is now working in the CEO's office as special projects officer.

Renewal and succession planning



2015 will be a test of GL resilience with further succession planning on the horizon. The CEO and founder signified her intention to step down in August 2015.

GL is in the process of recruiting an Executive Director. As part of the exit strategy, the CEO will focus on building GL Enterprises, the income generating arm of GL. The CEO will not be far removed from GL. She and the Executive Director will sit on the finance committee of the Board. She will continue to guide and mentor the incoming incumbent. The Deputy Chief Executive Officer stepped down in September 2014 and has offered consultancy support to GL when needed. This has facilitated smooth and successful handover.

GL has seen successful transitions in Botswana, where the retiring country manager handed over the baton to a younger manager. In Zambia, the founding country manager handed over to a GL associate - the former CEO of one of GL's Centres of Excellence for Gender in Local Government. Following the tragic passing away of the Lesotho country manager reported last year, another GL partner in Lesotho has successfully filled her shoes.

The Director of Operations also handed over to a new Head of Finance and Administration. This post has been recast in light of the lower budget in 2015.

GL Wellness Programme

The GL wellness programme has been strengthened to focus on core concerns: work life balance, which incorporates the mind, body and soul. GL offers staff annual



Ntombi Mbandlanyana at her staff baby shower.

Photo: Colleen Lowe Morna

health checks with a health practitioner who carries out the tests on site and gives staff health talks. Staff have access to a financial advisor. Staff are involved in community responsibility activities for example during 2014 Christmas GL staff contributed Christmas presents and party to less advantaged children of Orange Farm, clothes were donated to women's shelter in Johannesburg, Botswana office visited the Women's prison. The wellbeing of staff is part of GL value system and part of the overall budget. GL takes staff wellness seriously and has allocated R3000 per staff member. Staff are encouraged to participate in wellness activities that foster teamwork. Staff elected a representative to coordinate wellness activities at head office; the finance officers do the same at country level. This year wellness plan was part of planning where all departments and country offices planned for the wellness activities.

Staff Development

Staff development is focused on identifying, mapping and growing leadership talent within GL. The performance management system is structured to support growth and identify any gaps for capacity building. Training of staff has been on-going with the introduction of new systems. Staff have undergone training on the new systems to strengthen institutional systems, knowledge management, learning and effectiveness to ensure smooth transitions at various levels. The introduction of a new financial system, Pastel Evolution and SAGE VIP, GL trained all staff on these systems to ensure smooth transitions from the old systems to the new system. GL has held in-house training that are targeted to the core work of GL and staff who are directly responsible.

In 2014, GL staff participated in various wellness activities:

- GL has a walking club that hikes once in a month to different hiking places around Johannesburg.
- Night out to the theatre, Yvonne Chaka Chaka, Whitney Huston.
- Lion Park Outing with Country Staff and Corporate Services.
- Soweto Tour.



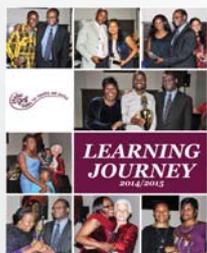
GL Cottages hosted children from Orange Farm for its Christmas Party.

Photo: Colleen Lowe Morna

Examples of in-house training undertaken during 2014

Course	Date	No. of people trained	Trainer
Share Point	9 Jan 2014	4	PCB Paul Boulle
MS Project	16-17 Jan 2014	15	M Cot Corporate Training
Google Hangout	24 Jan 2014	8	Tinashe Padare
Intranet	24 Jan 2014	8	Simone Shall
Audio Visual	24 Jan 2014	8	Albert Ngosa
Pastel Training of Administrators	29 Jan 2014	4	Siyasa Consulting
MS Project	19 - 20 Feb 2014	7	M Cot Corporate Training
Finance Training use of Procurement Module	12 March 2014	10	Siyasa Consulting
Leadership and Team Management	2 - 4 June 2014	18	Anna Harris
Pastel Evolution (Core level 1)	1 - 5 Dec 2014	2	Pastel Training

Learning-on-the-job is the most valuable capacity building that GL staff go through, as attested in the annual GL Learning Journey:

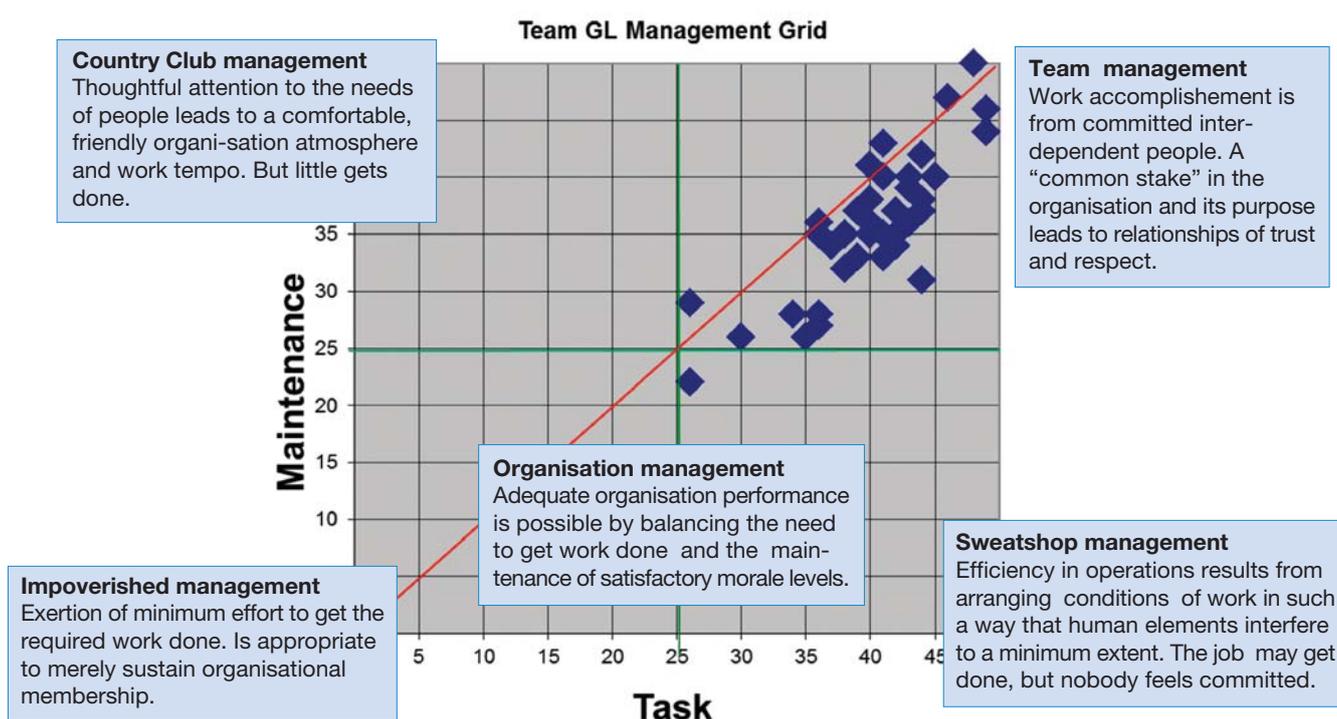


Introduction to the GL Learning Journey by GL CEO Colleen Lowe Morna

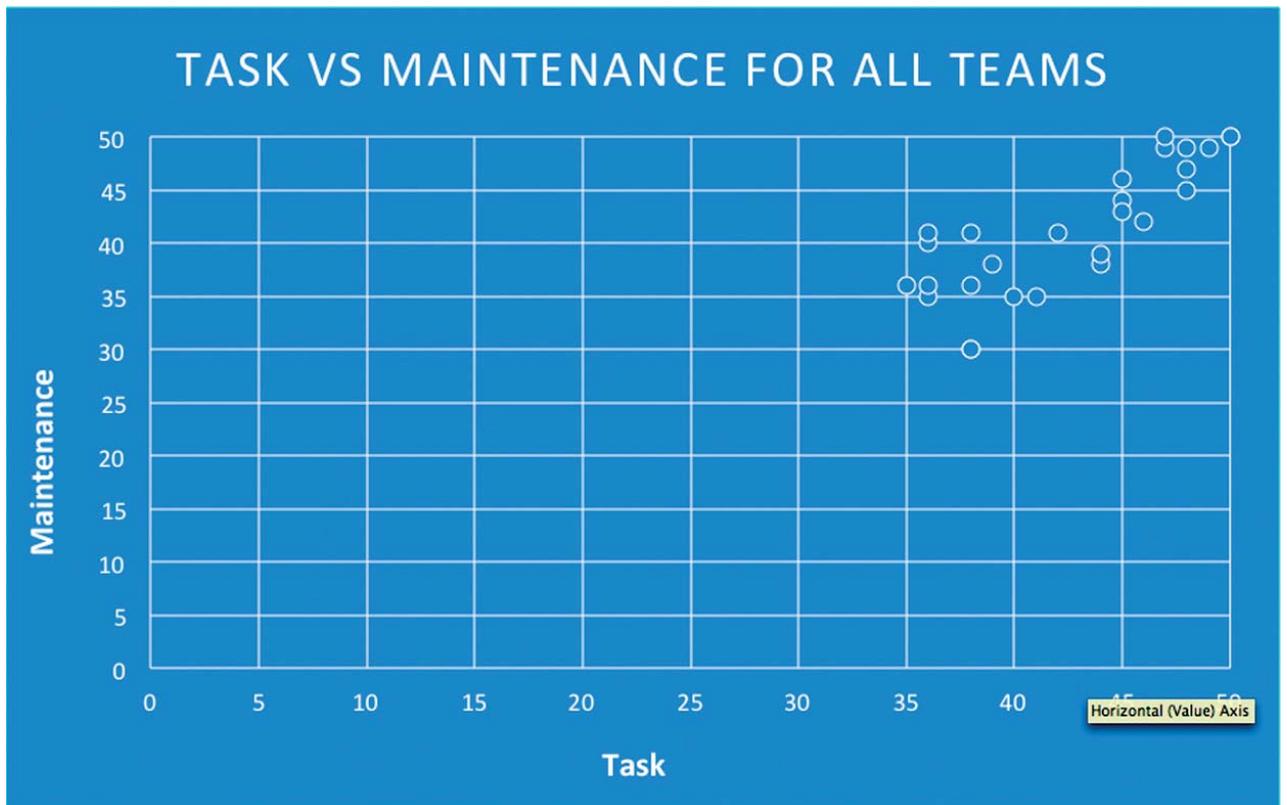
2014: Countdown to 2015, the deadline for the 28 targets of the SADC Gender Protocol, and the Millennium Development Goals; an eventful year for Gender Links, referred to by at least two staff as a university like no other. Each year, staff share their learning for the previous year as part of ongoing individual and organisational growth. Change is a strong theme that runs through these pages. We live in a world of breathlessly fast technological innovation that demands we move with it. GL’s philosophy is one of “Making IT work for gender justice.” So in 2014, with the support of the DFID Programme Partnership Arrangement (PPA) grant, GL undertook a range of systems upgrades: Finance, Human Resources, Monitoring and Evaluation and Website. Not all went well, especially on the financial side, where we had to re-implement a set up that did not meet the complex accounting needs of an NGO with 23 donors, about 12 different currencies, and work with over 400 institutions, each undertaking a ten stage process. This tested GL’s resilience all the way up to Sage Pastel headquarters where a high level team had to place its case and demand better performance. There is seldom right and wrong in these matters; only better and worse, the ability to change when change is not working, to see the silver lining in the dark cloud, and to do even better the second time around. No pain, no gain, is another theme that runs through these pages, as is learning from mistakes. In November, GL sat on a panel at the annual BOND meeting in the UK to share how successful NGOs learn from mistakes. It was reassuring to note that we certainly are not alone in trying things that have not always worked exactly according to plan. But the margin for error in the non-profit sector is slim. The ability to take corrective action quickly and decisively is key. Problem solving and agency is the other theme that resonates in the Learning Journey. A branch may fall during a storm, but it regenerates soon after. What is important is that the roots and trunk be solid enough to remain standing. We start 2015 confident in the knowledge that the fundamentals of GL – its core values and systems – remain intact and improve all the time. This is a big year programmatically, as we reposition for the post- 2015 agenda, and internally, as GL undergoes its most extensive succession planning yet. We start the year knowing that by passing many challenging micro tests in 2014, we can withstand the even greater macro tests in 2015. *Yes we must, and yes we can!*

GL Team Assessments

GL administered the Blake and Mouton team assessment questionnaire in December 2014. The questionnaire assessed the balance between task and maintenance in the workplace. The explanation of each quadrant is given below:

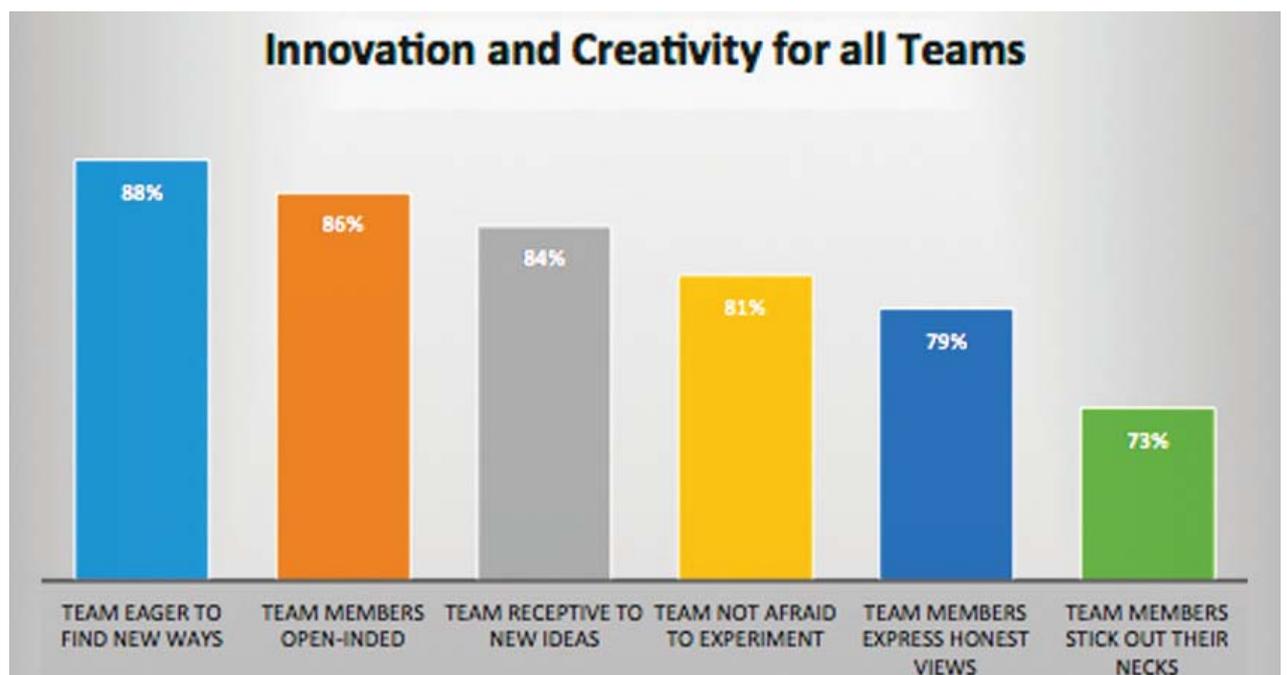


The results show a healthy team, with all staff who responded to the survey falling within the “winning team” quadrant. The task and the maintenance scores are equally high. GL staff understand the organisations purpose and have a stake in GL's success. This has created a team environment based on trust and respect, which leads to high satisfaction and motivation with high results.

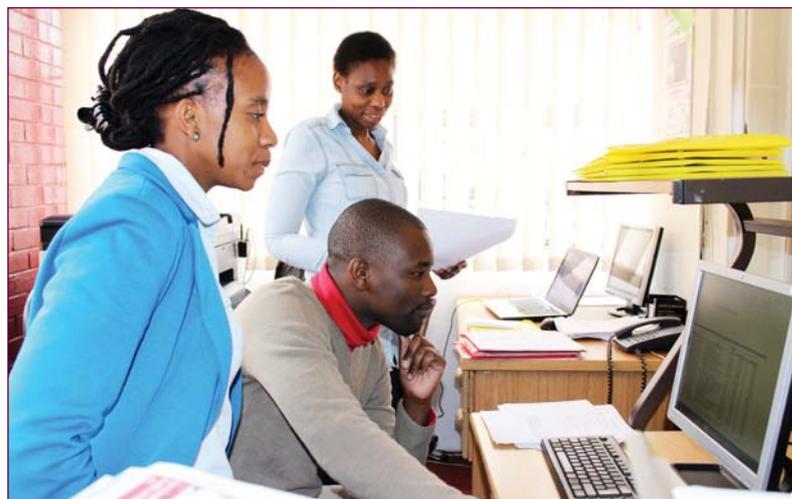


The graph below demonstrates that GL has created an environment where staff feel safe to be innovative and creative. The team scored highest (88%) on finding new ways of doing things followed by team members being open minded (86%). Lower scores included team members expressed honest views (79%) and team members stick out their necks (73%).

Team Survey results collected December 2014



Internship Programme



Ricardo Sibanda, Paula Nkabinde and Monica Ntebe assisting at the reception.

Photo: Thando Dlamini

The GL internship programme provides an opportunity for young people to gain work and life skills. GL Country Offices benefit through the internship programme by recruiting interns during high volume work especially during Summits. The interns assist mainly in monitoring and evaluation, media tracking and filing of summit entries. GL has hosted eleven interns, eight young women and three young men. GL has been the training ground and spring board to careers in development work for these young men and women. The experience that interns gain with GL has opened doors for some interns to further their studies, citing GL work in their research work.

2014 GL Interns

Country	Name	Male	Female	Period
Botswana	Mboy Maswabi	1		October - December
Lesotho	Thato Cheka		1	
	Liemiso Koetlisi		1	November - December
Madagascar	Andrianjavony Kathiuccia		1	December
Mauritius	Sheistah Bundhoo		1	October - December
Mozambique	Jeissica Igreja		1	
Namibia	Veronika Haimbili		1	November - December
Swaziland	Nosisa Nkwanyana		1	November
Zambia	Aubrey Sakuwana	1		October - December
Head Office	Ricardo Sibanda	1		September - December
	Paula Nkabinde		1	October - December
Total		3	8	November - December

Mboy Maswabi - Botswana, Intern

When I joined Gender Links as an Intern in March 2014 nothing could have prepared me for the learning journey I was about to undertake grow from strength to strength and gain knowledge each day. My highlight was women in politics workshop when I presented for the 1st time on IT for Advocacy .I never thought I had it in me to stand in front of the people and teach them, the response from the women was amazing.



My major role was updating COE pages for different councils by updating on the backend and activating pages. On thing I have come to realise is that Gender Links is a learning organization that encourages growth. I have meet and interacted with people from different culture and have travelled to many places around the country mending GL stalls and distributing publications. I also respond to questions asked by different people on the work of GL. I also attended different meeting sand leaned how partnership organization operate. If there is a life lesson learned from being part of the Botswana GL team is that education is never enough, I am currently Studying Bachelors of Arts in Portuguese Language and culture at the University of Botswana Pat-time studies since last year August. Thanks to Gender Links I am now able to pay for my school fees with the allowance I get.

Sheistah Bundhoo - Mauritius intern



Enriching, amazing and boosting; this is how I would describe my experience at Gender Links (GL). When I joined in 2014, I met with Anushka Virahsawmy who first told me that in your working life 'if you fail to plan, you plan to fail'. Ever since, this has

been my motto. Months back I would have never imagined what I have become today. Usually when you come out of university life, the student mind-set is still with you; the thoughts, the reactions and the responses would be different. But today I see myself as a more mature person. Participating in taking notes of personal testimonies of Gender Based Violence survivors to planning the biggest events at GL, the Manager has given me golden opportunities to grow, to network and explore. I am amazed by the working strategy of GL where transparency, accountability and peace reigns. I will be going for my Masters but I give enormous credit to GL's contribution towards my achievement of this scholarship. I remember the day I went for the interview for this Masters scholarship and the board members told me: "So you work at an NGO? Gender Links, right? I have seen their advertisements for the 16 Days Campaign. Good job". I was like, 'wow', this is great! I feel really blessed to have had undertaken this internship at GL. This is something I will cherish my whole life; the principles and work towards gender equality will always be on my agenda.

Jessica Helena Igreja - Mozambique intern

I am in my first year at University taking Audit and Accounting Course for 4 years at the Mozambique

High Audit and Accountant Institute. I am from a family of 7 brothers and sisters and still leaving with my parents in one of the Maputo city areas. In November 2014 I have joined Gender Links, and I was offered a 6 months to work as intern. I had limited knowledge on working environment when I joined Gender. I have been exposed to administration and running of workshops in various Municipalities as GL Centres of Excellence for Gender in Local Government - COE. I have gained first-hand knowledge in a short space of time which I could not have got in a lecture room. I am excited about this and have been sharing with my fellow students and my family. I am so happy for the opportunity Gender links gave me, as a girl it will help for my future decisions and leadership as well.

Nosisa Simphiwe Nkwanyana - Swaziland Intern

I started working for GL Swaziland in October 2014 to date. Nosisa is a young confident self-starter who studied Association of Accounting Technicians (AAT) Advanced Diploma and graduated in 2012. Joining the GL team has been the biggest breakthrough, not only am I gaining experience in accounting field but in other areas as well like data capturing, administration, running workshops and writing.

Consultants

GL has come up with innovative ways of outsourcing specific functions in order to get work done with fewer staff and better results. In 2014, GL employed the services of 77 consultants, 61 (79%) female and 16 (21%) male. GL developed a variety of contract templates to enhance contract management. GL is also making use of its new Pastel Evolution financial software to track and generate reports on contract performance.



Consultant fact - file 2014

Programme	No. of Consultants	Male	Female
Alliance	25	1	24
Entrepreneurship	8	2	6
Governance	5	1	4
Institutional	6	2	4
Justice	2	0	2
Media	31	10	21
Total	77	16	61

Physical Infrastructure and Going Green!

GL HQ is housed in two former houses which provide ample office space. The different departments are located together for good communication flow. The regular maintenance and repairs of the building keeps it in good condition, creating a conducive working environment

GL has embarked on green office and we have programmes to keep our working environment eco friendly. GL staff have been conscientised to work in a smart way keeping our working environment eco friendly by reducing on paper, water and power wastage. GL has notice in the office for staff to always switch off lights, recycle and assigned staff who is responsible to mobilise and run with this programme.

Going green!

GL has a comprehensive Green Office Policy as part of its Policies and Procedures. This states that *“the organisation has a special responsibility and role as a regional leader and consumer of environmental resources, to set positive examples of management and conservation within this area. This policy includes the carrying out of both compulsory and voluntary practices to reduce waste, further recycling, conserve energy and reduce the usage of natural resources.”* The policy is cross-referenced with the procurement, employee wellness, and office environment policies.



From the treetop: GL CEO Colleen Lowe Morna leading the going green campaign.
Photo: Gender Links

In May 2013, Diakonia, a GL partner and donor, offered training to GL staff on climate change. GL staff organise monthly team buildings walks around nature reserves. GL mounted a successful protest against the closing of Linksfield Ridge, a beautiful green space near the GL office, because of crime in the area.

Internal - Going Green policy	Programmes: Gender and climate justice campaign	
		
Organisational Policy	Alliance	Spear heads the SADC Gender and Climate Change Addendum initiative
Paperless office; Recycling	Governance	Integrated into COE gender training and action plans
More road transport	Media	
Planting of trees by Board Members	Justice	Integrated into Sixteen Days of Activism campaigns

As illustrated in the graphic, GL's Green Policy covers internal operations and programme work. GL tracks green savings as part of its VFM tracking. In 2013/2014, this amounted to over R2 million or 29% of total VFM savings: a powerful reminder that going green is also good for the budget!

Key internal measures taken include:

- Moving towards a paperless office through Share Point which allows staff easy online access to GL documentation, and Pastel Evolution, the new financial accounting system which has an online procurement module. Each GL staff member has a recycle paper box collected every Tuesday.
- GL has reduced the number of publications produced in hard copy. For example instead of printing 15 x 1000 country Barometers each year, GL now prints 100 Print on Demand (POS) digital copies and 500 CD ROMs per country (see *Going Green and Working Smart VFM case study*).ⁱ Summit newspapers that used to be printed are now done on-line, in multi-media formats.ⁱⁱ GL collected over 700 case studies for the Gender Protocol@Work

summits, including supporting audio visual evidence, online, dramatically reducing paper-based products as well as enhancing IT skills across partner networks (see *GL Summit Going Green VFM Case Study*).ⁱⁱⁱ

- GL's biggest contributor to green savings is its bed and breakfast training facility, the GL Cottages (GBP 14 061 in the year under review, or 10% of GL's green savings). This is achieved through recycling, renewable energy, using borehole water for the garden and a range of measures involving guests at the complex. GL has instituted a number of power saving measures including switching off lights and plugs that are not being used and switching off computers and printers at the end of the day.
- GL provides gas heating in winter to save electricity and fans in summer instead of air conditioners in case of excesses in temperatures.
- GL uses filtered drinking water instead of bottled water. Interior plants improve air quality. GL offices have good natural light to reduce the use of artificial light.



GL staff and interns doing a clean up outside of GL head office.

Photo: Trevor Davies

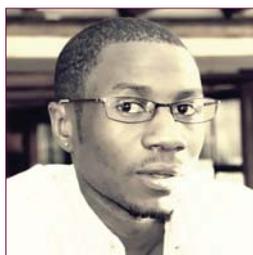
ⁱ Going Green and Working Smart - VFM case study on digitising country barometers

ⁱⁱ GL News Service VFM Case Study, GL Case Study

ⁱⁱⁱ GL Summit Going Green VFM Case Study

Electronic Infrastructure

By Albert Ngosa, Information and Communication Technology Officer



Albert Ngosa

The Gender Links Information Technology (IT) Department is responsible for the establishment of information technology (IT) policy and planning, for IT procurement and contracts, and for providing the computing and telecommunications infrastructure for all information systems technologies within the organisation. This report reflects the continuing evolution of Information Technology mission and the activities conducted by this organisation for the year 2014.

Importance of IT to GL work

IT is an important tool to optimise GL operations and conduct information exchange. IT has proven beneficial in Knowledge and experience sharing both internally and externally. It would lead to the effectiveness of the organisation processes and systems. It leads to the death of distance as GL programmes need to reach out as many beneficiaries as possible. IT provides an easier platform for this to be achieved through the use of latest social media platforms for information sharing and outreach.

Background

Over the years, Gender Links had been working towards the improvement and restructuring of its IT infrastructure. Gender Links took into account the extremely dynamic nature of Information Technology, the need for flexibility, responsiveness and adaptability for the future. GL adopted as one of its slogans: *Making IT work for gender justice!*

The purposes of the infrastructure improvements are to:

- Improve user support to employees and community.
- Increase agility, performance, effectiveness and efficiency of our information technology services

and best position our IT department to be responsive and proactive to the ever changing IT landscape and expectations from our partners and funders.

- Reduce costs, where feasible and appropriate.
- Best utilize our human, technical and financial resources.
- Thrive in the ever-competitive NGO environment.

The major premise of this reorganisation was that information technology is a key to Gender Links success now and in the future. And while technology is a means not an end, it is undeniable that the pervasive nature of technology throughout the entire organisation has made agile, state-of-the-art, effective and efficient technology a must for any successful organization including Gender Links.

Strategic targets

In 2014 Gender Links developed the first ever IT strategy to take effect in 2015. Gender Links used the emergent approach to IT strategic planning as it allows the organisation to learn and adapt to the technological needs in order to sustain efficient use of IT.

The IT strategy covers the following areas:

1. IT Governance and budgeting is integral to the planning and all operations.
2. IT to be aligned with performance and sustainability objectives.
3. Monitoring and evaluating IT investment and expenditure.
4. IT to be an integral part of risk management.
5. Information assets to be managed effectively.
6. Audit committee to review IT expenditure and report to the board.

The effectiveness of any IT strategy is to provide a fit with the overall organisational strategy. The table below gives a summary of key IT priority areas as related to Gender Links overall strategic plan.

GL strategic objective	IT strategic priority
Design, procure, install and maintain a superior information and instructional technology infrastructure that supports all GL organisational functions.	Maintain and Improve the Core Infrastructure.
Develop and implement administrative policies that directly support staff initiatives and programming.	Support and Enable Administrative Information Systems and Business Intelligence.
Capacity building and staff development.	Support and train internal technology Users.
Information management.	Maintain and Enhance Information Security.

Systems

The IT department has in the past year implemented a host of technologies and support structures to ensure the effective implementation of departmental programs.

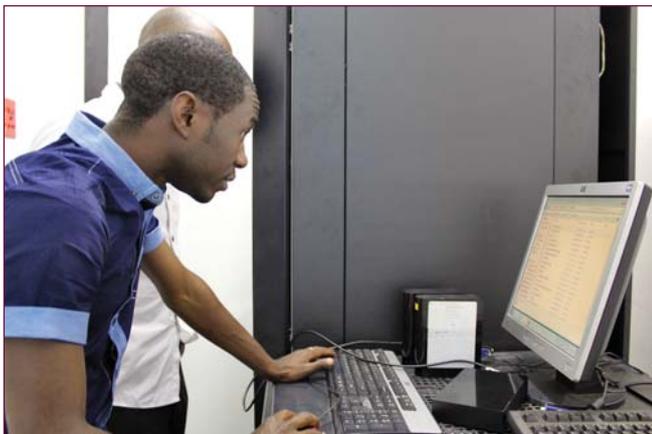
In February 2014, the department developed and deployed a new office 365 share-point dashboard available to all employees.



The dashboard gives managers working directly with staff in country, the ability to see in real-time the status for each documents and take proactive measures to assist country staff.

The department implemented a standard security protocol requiring Active Directory system (this is the network login aid application). This system allows users to change their passwords on a regular basis, enables password hardening by requiring the use of special characters, verify all existing user accounts, and create user security groups to limit access to sensitive data.

User Support/Helpdesk



GL IT Officer Albert Ngosa troubleshooting the network. Photo: Trevor Davies

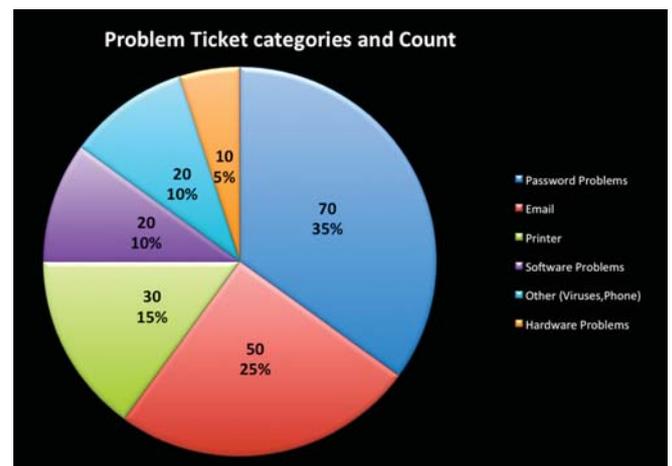
Availability of IT services is paramount to the continued operations and success of Gender Links. The IT department strives to provide support on a daily basis as well as looking to future demands a secure, reliable and robust network infrastructure for all Gender Links users. As the IT environment changes user demands increase, hence the need to establish systems that accommodate those demands.

In 2014, Gender Links developed and implemented the helpdesk system in order to ensure that GL Staff requests for service and support are streamlined and addressed in a timely manner, based on priority and available resources.

Major activities and projects in which helpdesk system provided significant support:

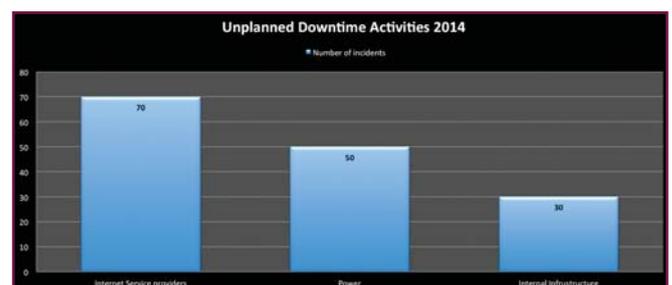
- Computer and mobile device updates and refresh for 40 internal users.
- Migration and consolidation of two different Active Directories and Exchange systems.
- Developed and implemented remote support plan for the organisation through Team Viewer services.

Gender Links uses the "Spiceworks" software to record incidences and issue tickets for all IT queries coming through to helpdesk. In 2014 the IT helpdesk handled approximately 200 queries from internal users. Below is a graph showing the nature of queries handled in year 2014:



Gender Links user demands are directly linked to network availability. However, the availability of the network can be impacted by both scheduled and unscheduled downtime. Typically, scheduled downtime is the result of planned activities and any associated downtime is anticipated and managed. Unscheduled downtime, however, are those unexpected and unplanned events that cause major operational issues and negative customer impact.

The IT department monitors and tracks these unplanned events that result in downtime in order to better identify potential issues and proactively implement mitigating solutions or improvements. The chart below provides a snap shot of unplanned activities by source resulting in downtime as of Jan 2014.



The following measures have been taken to address the above incidents:

- **Internet Service providers:** Gender Links has switched service providers from Telkom to Neotel, who are currently providing the fibre network solution. Telkom lines have been maintained and are being used as backup lines.
- **Power failure:** Gender Links has invested in Uninterruptable power supply (UPS) which keeps the system running for an optimal period of time to switch to a 24 hour power generator.
- **Internal Infrastructure:** Installed state of the art Network access points and increased the number of access points from two to six access points around the premises.

Key project in 2014

Below a list of some of the projects completed in 2013-14:

- Installation of Neotel fibre optic to increase Internet speeds.
- Pastel evolution and partner to aid Finance and HR systems.
- Built SharePoint environment to support Gender Links web site.
- Active Directory and Exchange Migration: Created application and user reports to assist with email migrations to office 365.
- Completed the migration and consolidation of four different Active Directories and Exchange systems. All employee e-mail boxes, contacts, and calendars were migrated to Microsoft cloud solution.
- Developed an easy to use password reset tool to assist User support.

The successful conclusion of these projects provided the following savings:

- **Microsoft and licensing agreements provide popular software at significant savings** to Gender Links. New agreements provide current and new Microsoft software at no additional cost for Gender Links-owned computers. The licenses helps to keep computers up-to-date and in compliance.
- **Pastel Evolution and Partner** improves compliance and provides better information. The reports now include retroactive salary transfers, salary cap calculations and a better layout. This means less time processing reports and fewer compliance reviews.
- **Share Point environment** is being utilised to promote green computing, saving 4000 sheets of paper (per month) with online reports while increasing accessibility and convenience. This also helped in minimising data centre power, network and space demands by virtualising computing Infrastructure.

Security

Gender Links is in the process of developing a comprehensive information security program that includes security awareness training for all staff. Currently, the IT department works to safeguard the enterprise data and systems from unauthorized access, modification, or dissemination to ensure its availability, confidentiality and integrity.

The current GL security protocol covers the following defined Gender Links assets:

- **Information:** Databases and data files, configuration setups, contracts and agreements, documentation and manuals, operational procedures and plans, audit trails, logs, archives.
- **Software assets:** Network and information systems software, application software, software for subscribers, development tools, operational tools, operational software.
- **Physical assets:** Facilities, switches, cables, terminal equipment, network and information systems hardware, network equipment, removable media.
- **Services:** Computing services, network services, general utilities such as power supply, temperature and humidity control.
- **People:** Gender Links staff, IT staff and service providers.

The above have been classified as assets which, when breached and or failing, can have a negative impact on the security or continuity of electronic communications in the organisation.

In the past two years, Gender Links in partnership with Hambisana Technologies has been able to implement a new statistical records system on the Linux server using Symantec EndPoint Protection (SEP). The IT department can now gather and track metrics of infiltrations on server and network computers. On top of that, Gender links has deployed an effective network and computer antivirus, which helps track, clean and block any suspicious infiltrations on the network.

As a way of safeguarding institutional data, a Guest access point was established to allow Gender Links visitors on the network but without access to any institutional drives.

Challenges

- **Underinvestment:** Being a donor-funded organisation, GL is under constant pressure to keep overhead costs down and generally spend less of operating revenues on ICT. GL often implements

only what is necessary to keep field programs running with its limited funding.

- **Threats are increasing for information security:** This is impacting risk mitigation and legal compliance.

- **Staff rigidity to the ever changing technologies:** As part of the knowledge sharing programme, the IT department has been developing in-house user training manuals and holding IT clinics in order to help staff acquaint themselves with basic IT troubleshooting tricks.

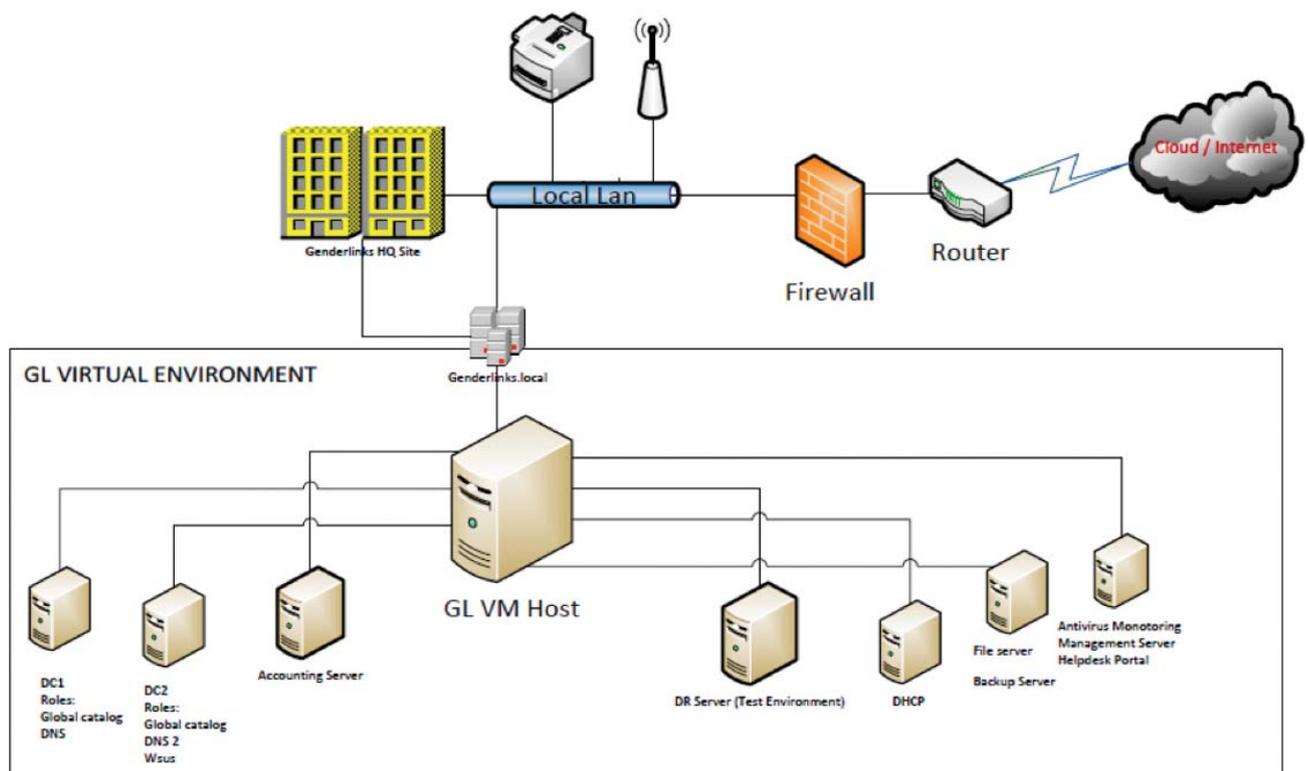
Risk analysis

Risks	Rate - High/Medium/Low	How these will be mitigated
Unauthorized Access (Unauthorized access via ad-hoc privileges could compromise of confidentiality & integrity of GL data.)	High	Intensify IT security roles & responsibilities.
Passwords are not set to expire; regular password changes are not enforced.	Medium	IT system hardening and weekly security audits.
Remote OS authentication is enabled but not used.	Medium	Inforce remote access control management.
Fire	High	IT disaster recovery Planning and Virtualisation of all backup and file servers.

Initiatives and Projects for 2015-16

- Virtualisation of Servers, Storage and Backup.
- Initiate Security Project: Conduct the first Gender Links comprehensive network security assessment and analysis.
- Transition User Support staff to support voice, workstation, and user account services.
- Re-designing network Infrastructure.

GENDER LINKS FUTURE IT INFRASTRUCTURE



Finance and Value for Money



Corporate services team building and strategic planning.

Photo: Colleen Lowe Morna



Colleen Lowe Morna - CEO



Kubi Rama - Outgoing Deputy CEO

Overview

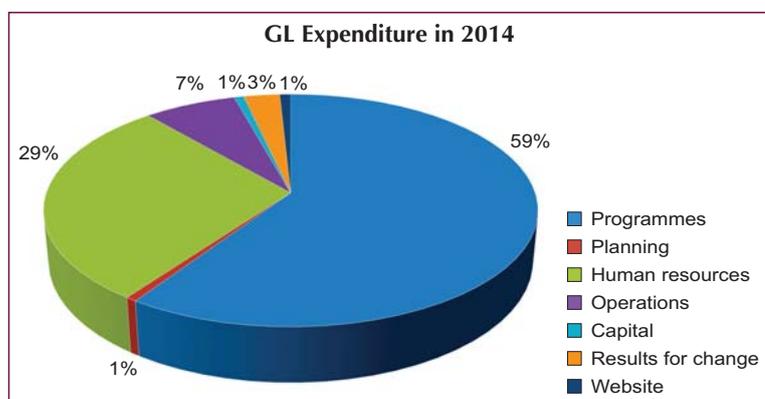
2014 was a year of promise and challenge. The GL budget grew from approximately R58 million in 2013 to R75 million in 2014. The increase in funding gave GL the opportunity to grow its programmes and deepen its work at regional and country level.

Two challenges emerged during the year. First, systems needed to be strengthened to manage increased donor funds efficiently and effectively. GL employed financial staff in country offices. On a technical level GL invested in upgrading the accounting system to an online system (Pastel Evolution). On paper the transition from Pastel Partner to Pastel Evolution should have been straightforward. However, as with all systems changes, especially one involving such a complex set of accounts, the transition took longer than expected. Technical challenges arose as GL sought to synergise systems in ten country offices. GL's attempts to draw up a detailed chart of accounts that could be viewed in four dimensions - by donor, project, branch and country, challenged private-sector trained systems consultants. This led to additional support being sought from Sage Pastel, and a more versatile team of consultants being engaged to review the architecture, as well as assist GL to derive the maximum benefits from the new system.

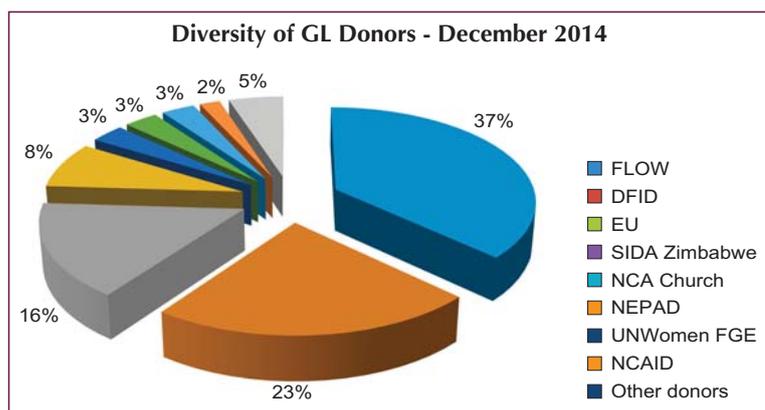
Income trend over the past four years

Income trends 2011-2014								
	2011-2012	%	Dec 2012	%	Dec 2013	%	Dec 2014	%
Carry over donor funds	2 568 658	7%	4 977 171	13%	6 893 043	12%	14 332 810	19%
Donors	33 859 603	86%	30 942 643	83%	49 143 940	84%	57 584 421	77%
Own	3 016 476	8%	1 246 768	3%	2 556 230	4%	3 498 126	5%
Total new	39 444 737	100%	37 166 582	100%	58 593 213	100%	74 949 115	100%
% increase			-6%		30%		28%	

The table above shows an increase in income of 28% in 2014. Donor carry over and donor income remained consistent at 96% and 95% respectively in 2013 and 2014. GL's own income accounted for 5% of total income, compared to 4% in the prior year. In light of the challenging funding environment GL aims to increase its own income from 8% to 10% of the total income in 2015.



Of the total budget programme expenditure accounted for 59% of the total expenditure, the same as in 2014. Human resources expenditure decreased by 2% closing at 29% of the overall expenditure. Operational costs decreased by 1% closing at 7%. Results for change (monitoring, evaluation, knowledge, learning and innovation) accounted for 3% of GL's expenditure. Capital expenditure, the website and planning, each accounted for 1% of the budget.



As reflected in the chart, GL maintains a diversified funding portfolio. In 2014, GL received funds from 18 donors, two more than in the previous reporting period. Two bilateral donors accounted for over half of GL's funds - the Netherlands government FLOW Fund (37%) and DFID Programme Partnership Arrangement (23%). The EU (16%) is GL's third largest donor through one global and three country funds. The Swedish Embassy (Zimbabwe) accounted for 8% of GL's funding. The GL Zimbabwe office has secured funding for the next three years. Smaller donors (1% to 3%) included NEPAD, the UN Fund for Gender Equality (UNFGE), the Norwegian Council on Africa and Norwegian Church Aid (NCA).

	Total-Rands	%
UNICEF Zambia	964 999	1.4%
UNFPA Botswana	689 905	1.0%
Irish Aid	642 659	0.9%
Diakonia	630 083	0.9%
Dialogo	267 465	0.4%
UNICEF RSA	200 000	0.3%
Other donors	173 015	0.2%
HIVOS	132 494	0.2%
USAID Swaziland	51 691	0.1%

The breakdown of other donors (5% contribution) is provided in the table. Diakonia is the largest amongst these donors and provides some core support to GL.

The following table shows:

- An increase in the number of donors funding GL from 17 in 2013 to 18 in 2014.
- GL got an additional 3 funding agreements with Lesotho, Madagascar and the EU Global.
- A decrease in the number of donors with three year funding agreements from seven to six.
- The number of donor reports increased from 31 to 33.
- GL's financial year aligns with seven of the 18 donors.
- Seven of the 18 donors required specific audits; the others accepted GL's overall annual audit.

Key facts about GL Donors				
Donors	2011/2012	2012/2013	Dec 2013	Dec 2014
Total no.	11	14	17	18
Total no. with three year agreements	4	5	7	6
Total no of reports	22	23	31	33
Align with FY	2	3	5	7
Contracts allow one audit at the same time	All 5 separate donor audits were done earlier than GL audit due to earlier deadlines than GL AGM	All separate donor audits will be done earlier than GL audit due to earlier deadlines than GL year end and AGM	5 donor audits will be undertaken before the GL audits to meet the donor submission requirements that are due before GL main audits	8 donor audits will be undertaken for the 2014 financial year, one overall audit and 7 specific donor audits

Value for money

GL defines Value for Money as the “judicious and strategic management of resources to enhance economy, efficiency and effectiveness of our work to promote gender equality and justice in Southern Africa.” In 2011, GL expanded its *Results for Change Manual* to include VFM. In December 2012, the GL CEO attended a Bond workshop on VFM, and has

subsequently run four in-house workshops on this. These have resulted in fifteen institutional case studies, housed on the GL website,ⁱ and shared with partners at the November 2013 meeting of the Southern African Learning Partnership. Internally, we often explain VFM using the biblical parable of the talents (make use of what you have to leverage more!) and encourage staff at every opportunity to “get more bang for the buck” (or pound!).

	2010	2011	2012	2013	2014			
	Regional	Regional	Regional plus six national	Regional plus 12 national	15 district, 13 national, regional	District	National	Regional
Number of people	200	265	983	1856	2363	627	1334	402
Cost - R	3477162	4386702	4753788	4753788	10290628	2001175	3786598	4502855
Cost per head	17 386	16554	4836	2561	4355	3192	2839	11201

An example of how VFM informs decision-making is the ongoing unit cost calculations of GL's summits. As illustrated in the tracking table above, GL can now show that devolving summits from regional to national and now to district level has reduced the unit cost from R17,386 per head to R4,355 with the added value of greater visibility, ownership and capacity building that go with decentralisation. As a result of these calculations, GL will be expanding the district summits from 15 to 30 in 2015, and may drop regional summits altogether, in favour of winners from national summits going on regional study visits.

GL's VFM policy on Open and Effective Competition is set out in its Financial and Administrative Policies 2014. Key provisions, reported on last year, include an annually updated supplier data base; three quotations for all procurement and tenders for larger amounts. All contractors must sign and adhere to GL's Zero Tolerance for Corruption policy.



Audience at the opening session of the Gender Justice and Local Government Summit. Photo: Trevor Davies

GL tracks VFM in two ways: savings and leveraging. GL has a procurement officer who tracks savings at HQ and coordinates data collection from country offices. All programmes and cost centres have to compile at least one case study per annum on their contribution to VFM. GL has six VFM categories, summarised in the table that follows:

Good commercial practise	Explanation	Case studies that GL has documented
Smart partnerships	In-kind support; cascading of the Centres of Excellence; coalition building.	GBV indicators research. Alliance networks.
Good planning	Dovetailing of meetings, for example at summits, to get “more bang for the buck.”	2013 Summit.
Making IT work for gender justice	Smart use of information technology to reduce meetings, travel and transaction costs.	GLNS; Meltwater for monitoring the media; Cloud computing and phone costs.
Going Green	Use of road travel to nearby countries; reducing printing and use of paper; energy savings.	Summit documentation. Digital Barometers.
People Power	Multiplier effects through capacity buildings, innovative deployment, good coaching, mentoring and management.	Interns versus staff; Work study job assessments done in-house rather than hiring a consultant.
Social entrepreneurship	Turning a wealth of knowledge into wealth!	GL Services. GL Cottages.

How smart partnerships contribute to VFM: the case of SAWID

Summary of Leverage by province in South Africa ⁱⁱ				
Province	Normal cost - R=A	Actual cost - R=B	Savings - R=A-B	
Provincial workshops	R736 367	R467 998	R286 369	Logistic and human resource costs
Launch of SA Barometer	R30 000	R22 350	R7 650	Costs of doing this at British Embassy versus hotel costs
TOTAL	R766 367	R490 348	R276 019	

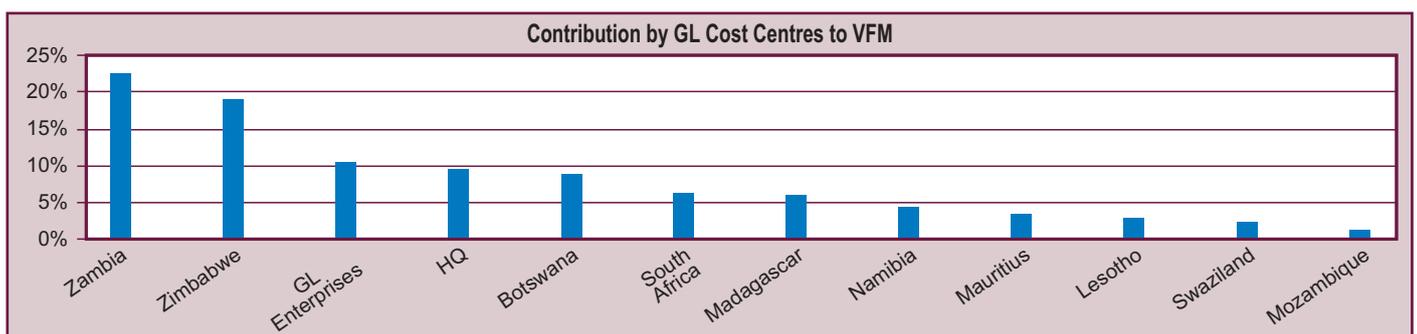
In 2013 GL held dialogues in all nine South African provinces in partnership with South African Women in Dialogue (SAWID). The table how this partnership led to a savings of R276 019 on facilitation costs for the nine provincial dialogues including the launch of the South Africa 2013 SADC Gender Protocol Barometer. The three “E”s of VFM all applied:

Economy: By paying a small stipend to SAWID volunteers, GL saved on venue fees, transport for participants, catering and accommodation. For example in the Northern Cape the coordinator, who works in the office of the premier, got the office to sponsor transport to the venue saving GL a total cost of R43 845. Weekly Tele conference calls and group email reduced travel and coordination costs.



Efficiency: Working through local partners resulted in 2128 participants joining the dialogues and the launch of the South Africa SADC Gender Protocol Barometer. Over 60 NGOs/NPOs and 10 government institutions were represented signed up to champion the targets of the Protocol using an online tracking tool.

Effectiveness: The partnership strengthened SAWID in the provinces and resulted in the “Women Demand Action Now” charter. The Alliance will continue to work with SAWID to strengthen the theme clusters at provincial level and to also collect the voices of the women and men on post 2015 for the barometer through the women demand action now campaign.



The annual analysis of VFM is done by cost centre, with an award for the centre that delivers the highest VFM. Zambia, topped the list in 2013/2014, as a result of the substantial contribution by UN agencies, through the gender ministry, to the GBV indicators study. As part of systems strengthening and improving planning and reporting processes, GL upgraded its accounting package to Pastel Evolution and introduced MS project for project management. GL is looking into using Pastel Evolution to capture VFM savings and leveraging as satellite accounts to its main accounts.

In 2013/2014, GL Enterprises - the cornerstones of GL's diversification and sustainability strategy - made the third highest contribution to VFM. GL Services leverages research and training tools and skills, with clients ranging from the Commonwealth Secretariat, to the EU, to Swedish-based Diakonia. The GL Cottages is a bed and breakfast conferencing facility invested in by GL three years ago, that has appreciated considerably in value; is making a profit and contributing to GL's Green Policy, service culture and ethic (see section on Diversification).

Fund raising and income generation

In 2014, GL submitted 30 funding proposals in-country and at the regional level. Fundraising continues to be a key priority for 2015. Three of GL's largest donors, the FLOW fund, DFID PPA and the EU Global, Lesotho, South Africa and Madagascar funds end in 2015.



Country versus regional funding 2013

	2013			2014		
	No. of donors	Amount	%	No. of donors	Amount	%
In-country	11	15 630 858	28%	14	15 975 149	22%
Regional	6	40 860 486	72%	8	55 333 442	78%
TOTAL	7	56 491 345	100%	22*	71 308 591	100%

*GL receives funding from one EU Global and three country funds in South Africa, Madagascar and Lesotho.

Of the donor funds received in 2014, 22% is country-specific funding, from 14 donors, compared to 28% last year. Country-specific funding remained relatively constant, but regional level funding increased from 72% in 2013 to 78% in 2014.

Summary of fundraising efforts 2014

	2013			2014		
	No.	Value - R	%	No.	Value - R	%
Successful proposals	9	R 32 915 512	34%	12	R 25 955 939	43%
Under negotiation	2	R 17 563 155	18%	8	R 12 946 182	21%
Unsuccessful	6	R 45 946 078	48%	10	R 22 023 563	36%
TOTAL	17	R 96 424 745	100%	30	R 60 925 684	100%

In 2014, GL submitted a total of 30 proposals worth R60.9 million rand. GL succeeded with 12 of the 30 applications. Twelve applications accounted for 43% of the total succeeded. Eight (21%) are under negotiation, with a good chance of success. Proposals

worth R22 million (36%) were unsuccessful. In 2013 48% of the funding applications were unsuccessful. However at nearly R33 million GL raised R7 million more in 2013 than in 2014. This underscores the increasingly precarious funding environment.

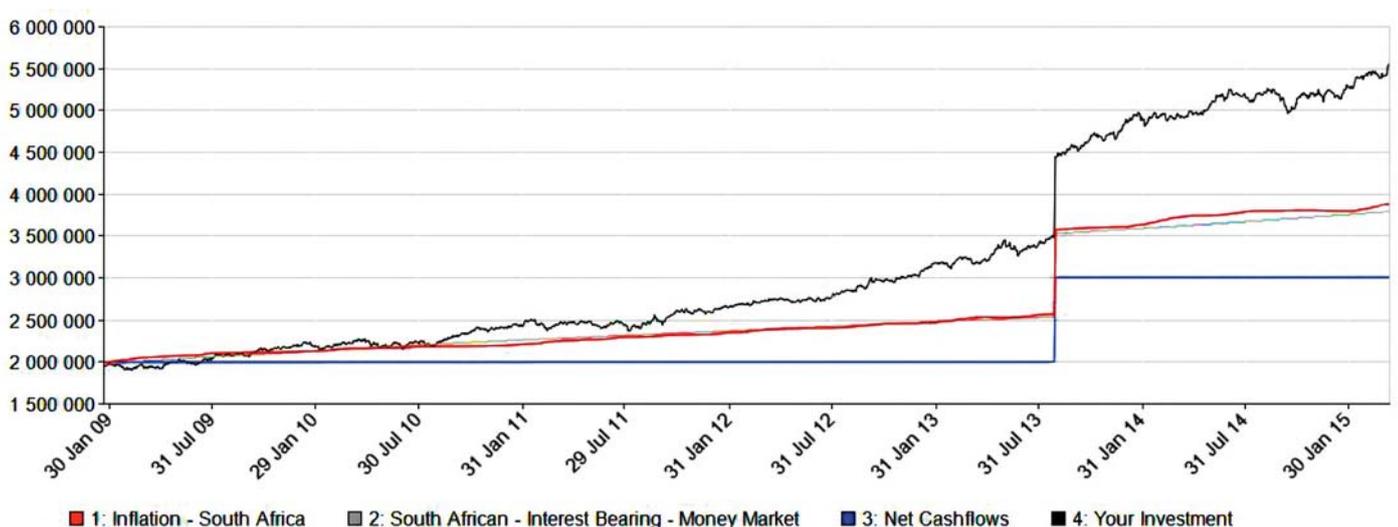
Funding outlook 2014 to 2016

Donor	2014	2015 - estimate	2016 - secured (April 2015)	Total
CFLI	0	131 630	0	131 630
DANIDA	3 402	0	0	3 402
DFID PPA	16 162 254	11 610 714	2 418 442	29 741 410
DIAKONIA	630 083	717 369	750 000	2 097 453
DIALOGO	267 465	51 188	0	318 653
EU GLOBAL	8 380 065	10 789 070	0	19 169 135
EU LESOTHO	1 036 050	528 190	0	1 564 240
EU MADAGASCAR	1 284 626	1 412 841	0	2 697 467
EU RSA	931 081	834 812	0	1 765 893
FLOW 1	21 241 229	20 205 966	0	41 447 195
FLOW 2	5 086 815	0	0	5 086 815
FORD	0	573 246	0	573 246
HIVOS	132 493	1 838	0	134 331
IRISH AID	642 659	0	0	642 659
NCA CHURCH	2 240 050	1 636 000	1 000 000	4 876 050
NCAID COUNCIL	1 328 728	0	0	1 328 728
NEPAD	2 220 333	0	0	2 220 333
OTHER DONORS	173 930	914	0	174 844
SIDA ZIMBABWE	5 573 852	11 955 526	7 722 200	25 251 578
UNFPA BOTSWANA	689 905	988 482	0	1 678 387
UNICEF SA	200 000	0	0	200 000
UNICEF ZAMBIA	964 999	543 000	0	1 507 999
UNWOMEN FGE	2 189 437	3 048 058	0	5 237 495
USAID SWAZILAND	61 271	29 851	0	91 122
UNESCO	0	229 528	0	229 528
WACC	0	388 850	0	288 850
TOTAL	71 619 431	65 065 158	11 890 642	148 575 231

2014 began with approximately R70 million in secured funding for the year, and approximately R65 million in carry over and guaranteed funding. This is

a decrease of 7% from prior year. Secured funds for 2016 dip dramatically, pointing to the need to fund raise, particularly at country level.

Endowment fund



The endowment market continues to perform well. The fund started out at R4.86 million in 2013 and is currently sitting at R5.44 million. GL's total investment

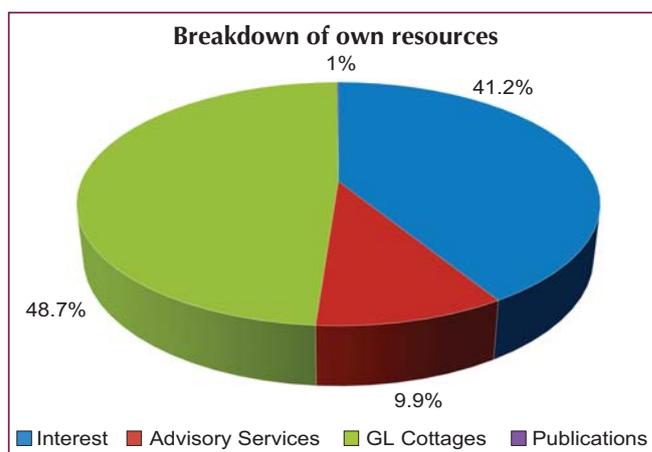
of R3 million has grown by R2.44 million over the five years. As indicated in the graph the Fund's growth remains well above inflation levels.

Own resources

Entity	Category	2013	%	2014	%	Movement from past FY	% Movement
GL	Interest	1 445 262	57%	1 057 726	41.2%	-387 536	-27%
GL Services	Advisory Services	702 891	27%	254 999	9.9%	-447 892	-64%
	GL Cottages	408 077	16%	1 250 263	48.7%	842 186	206%
	Publications	0	0%	3 143	0.1%	3 746	0%
	Total	2 556 230	100%	2 566 140	100%	1 309 462	

The table above shows GL own resources movements.

- Interest decreased from the past year. Interest includes that earned from the endowment fund.
- Income from GL Services dropped by 64% in 2014. Due to increased programme loads GL undertook fewer assignments in 2014.
- GL Cottages profit increased three fold in the year under review.
- GL Cottages accounted for the highest proportion of GL's own income (48.7%). Interest dropped from 57.6% of own income in 2013 to 41.2% in 2014. Advisory services income dropped from 27.3% of own income in 2013 to 9.9% in 2014.



“There have been several glitches with the new system implementation. The dedicated CS team tried hard to get the financial system flowing. We have had numerous successes along the way and adjustments too. We experienced a wide range of problems, but never gave up until management decided to re-implement the system. It is said to lead by example is to truly lead. The Director of Operations Mme Miso has been such a leader. She has made my transition to GL comfortable with a firm expectation of results that is not forceful or demanding. I thank her for laying the GL financial orientation groundwork. One of the challenges we must overcome is retrospective handling of financial documents close to audit time; this leads to working in crisis mode. To prevent the crisis we must have knowledgeable personnel handling finance; organisations cannot compromise with finance”. - *Dudu Mazibuko, Senior Accountant*



Looking to the future: From left, Senior Finance Officer Mathabo Uone, Senior Accountant Dudu Mazibuko and Head of Finance and Administration, Bhekiwe Ncube .
Photo: Colleen Lowe Morna

i VFM Learning and Sharing Centre <http://www.genderlinks.org.za/page/vfm>
ii Summary of VFM comprehensive spreadsheet

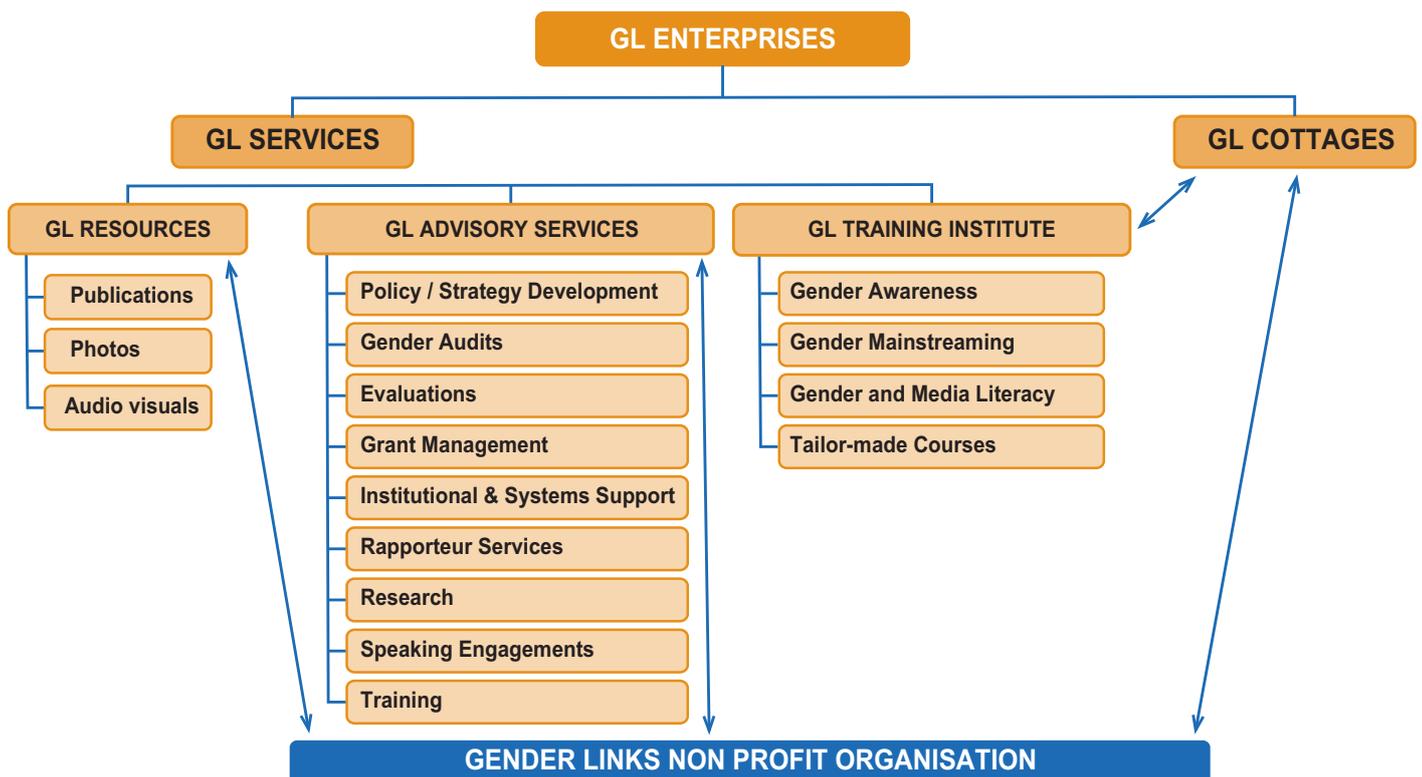
DIVERSIFICATION



Diakonia Uganda Training of Trainers for partner organisations.

Photo: Colleen Lowe Morna

LOOKING INTO THE FUTURE: GL ENTERPRISES BUSINESS MODEL STRUCTURE





Mukayi Makaya



Shamiso Chigorimbo



Debrah Mukuku

Gender Links Services (GLS) is the income generating portfolio of Gender Links (GL). As illustrated, the portfolio comprises GL Services and GL Cottages. GL Services is made up of three complimentary business streams, namely GL Resources, GL Advisory Services and Gender Links Training Institute (GTI). GL Resources comprises of Publications, Photos, and Audio Visuals. GL Advisory Services is made up of nine business areas: Policy/Strategy Development, Gender Audits, Evaluations, Grant Management, Institutional & Systems Support, Rapporteur Services,

Training, Research and Speaking Engagements. The third unit of GL Services is the GTI.

GL received its accreditation as a trainer from the South African Qualifications Authority (SAQA) in May 2012. In its first year of operation, GTI signed contracts with two UN Agencies and one GL donor organisation to run and administer training. In 2012, GTI focused primarily on the administration and disbursement of the DANIDA Africa Capacity Building Grant. During that period, GTI administered funds to five Africa based organisations for various aspects of training and capacity building as identified by the respective organisations.

The GTI leverages GL's knowledge and expertise by offering training packages to different stakeholders. The table below provides a description of the training options available through GTI.

GTI Training courses

NAME OF TRAINING	DESCRIPTION
Accredited training	
Gender awareness	Understanding sex and gender; gender and sex roles; planning
Gender mainstreaming for managers	Higher level training including strategic planning; gender budgeting; monitoring and evaluation.
Gender and Media literacy	Understanding the media from a gender perspective; media monitoring and research skills; making your own media; holding the media accountable; writing for the media.
Tailor made courses	
Developing gender policies	Conducting getting buy in; situation analyses; setting up institutional mechanisms; developing policies; implementing policies; monitoring and evaluation.
Developing gender aware HIV and AIDS policies	
Strategic communications and gender	Conceptualising and developing a strategic communications plan with gender mainstreamed; effective media strategies; mainstreaming media in your work.
Writing for the media and gender	How to mainstream gender in writing.
Mainstreaming gender in research	How to mainstream gender in research methodology; implementation; analysis; report writing and advocacy.
Mainstreaming gender in curriculum development	Auditing curriculum; identifying entry points for gender; lesson plans; assessments.
Institutional systems	Financial; IT administration; organisational policies and regulations.
IT	Basic IT skills; using MS office; setting up IT systems; website development and management.
Monitoring and evaluation	Developing Mand E systems linked to the organisation; programmes; administration; financial and other systems.

GL Services Profit and Loss Accounts

Unit	Income	Expenses	Profit/(Loss) Dec 2014	% of portfolio	Profit/(Loss) Dec 2013	% of portfolio
GL Advisory Services	R 953 980	R 698 981	R 254 999	16.9%	R 702 891	63%
GL Cottages	R 3 638 288	R 2 388 025	R 1 250 263	82.9%	R 408 077	36%
GL Publications	R 3 143	-	R 3 143	0.2%	R 11 589	1%
Total	R 4 595 411	R 3 087 006	R 1 508 405		R 1 122 557	

In 2014 GL Services had a consolidated net profit of R1,509,008.00. GL Cottages, the Conferencing & Accommodation established contributed the largest net profit (82.9%) followed by GL Advisory Services (16.9%) and GL

Publications (0.2%). The 2014 net profit figure is 34% higher than 2013. GL Cottages performed strongly, tripling its profit compared to the previous year. Accommodation at 57% brought in the highest income, followed by the complementary Conferencing line at 25%, as most conference are resident, and Meals at 15%, showing the close complimentary relationship between these three highest income generating steams.

GL Advisory Services work relies on the availability of senior staff. With GL shouldering its heaviest programme load in 2014, this income and profit fell. However the diversity and quality of clients, as discussed in a later section of the report, continues to demonstrate the potential of the portfolio.

“It's encouraging to see an NGO stepping out and taking the initiative to generate its own resources instead of always relying on donor funds. Gender Links has certainly become a pacesetter for other NGOs”- *Wonder Jekemu, Sida (Zimbabwe)*

knowledge, publications do not generate high monetary value across the world. GL Publications' greatest value is the mileage and branding that comes of out of it. 2015 sees GL Productions moving to E-books, and repackaging productions into electronic and online formats that are in line with global trends.

GL Services

GL Services (GLS) grew throughout 2014 in new areas of business. Speaking engagements and Rapporteur Services are new lines of business, showing great potential for growth and expansion into the future. Both these lines draw on expertise and skills that reside within the GLS team. This paves way for smart partnerships with Conference Organisers and the private sector organisations, a growth area the unit is exploring in the 2015 -2020 Strategy.

In late 2014, GLS entered into a service level agreement with the African Development Bank (AfDB). The first assignment involved the GLS team providing rapporteur and facilitation services at a planning meeting for the AfDB Special Envoy on Gender Unit. This was the sort after break into the private sector that GLS was touting for all these year, an area that will definitely be expanded and grown in the future; the service level agreement with AfDB is a good reference for other private sector organisations, and development agencies.

Through an aggressive customer relationship management strategy, GLS garnered new contracts from existing clients, opening other new areas of business, like Gender Audits in the case of Diakonia Sweden. Through this GLS built incremental business with existing clientele, and developed deeper relationships and closer collaboration. GLS also tapped into new and emerging areas, notably the key messages for EU Ambassadors, the gender summit for Diakonia Uganda and gender responsive budgeting training for Diakonia Asia. This has opened a whole new area of business for GL Services, growth and expansion of these will be developed and fully realised in the 2015-2020 Strategic phase. The table that follows summarises the key contracts in 2014:

GL Publications, soon to become GL Resources with more multi-media products, remains an area of untapped potential that GL plans to leverage going forward. The annual SADC Gender Protocol Barometer 2014 Report performed well, with 98% of the sales being for the SADC Gender Protocol Barometer Report. This publication is sold through the GL E-shop, independent booksellers in South Africa and through the Oxford- based African Books Collective. The demand for this SADC Gender Protocol Barometer Report annually confirms the need for this kind of regional analytical report across the SADC region, and is testament that there is a market for it, and people out there are looking for such information. This particular book is used by SADC Governments as credible resource data that is used for national state reports. The Gender Based Violence Indicators Country Research Reports were also popular with consumers. This is the Units greatest value far beyond the monetary gains realised. And as is common



GLS CONSULTANCIES 2014

AREA OF ADVISORY SERVICES	ORGANISATION
Training	European Union Delegation to South Africa
	Diakonia Africa Region
	Diakonia Uganda
	Diakonia Zambia
	UNESCO
Gender Responsive Budgeting Training	Diakonia Asia
Gender Audit	Diakonia Global (Sweden)
Rapporteur Services	African Development Bank - Special Envoy on Gender Unit
Speaking Engagements	DFID South Africa
	Intelligence Transfer Centre,
	Head of Missions - European Union Delegation to South Africa

Under the banner of GL Advisory Services are nine complimentary areas of work. These include Training; Policy and Strategy Development; Research; Gender Audits, Evaluations; Grant Management; Institutional & Systems Support; Rapporteur Services; and Speaking Engagements. Often these feed off each other, for example, a client may require a Gender Audit or Evaluation, and this then leads to training on gender mainstreaming.

Throughout 2014, Training remained the largest income generating line, followed by the Gender Audit category, in third place was Rapporteur Services and lastly Speaking Engagements. For the first time in 2014, GLS developed a Module on Gender Responsive Budgeting, an area that is growing rapidly as a key pillar to support gender mainstreaming processes. This assignment challenged the GLS team to develop suitable materials that responded to the client's unique specifications. The growth and success of GL Services lies in its flexibility and ability to develop different types of materials that respond to the client's needs.

2014 saw GLS advancing with its training materials, Training Manuals are customised to respond to the clients' specifications and level of delegates being trained. The Contract with the European Union

and EU Delegation Ambassadors. This challenged the team to think out of the box and develop relevant training materials for the different target groups, including developing key gender messages for the EU Delegation Ambassadors.

2014 also saw GLS breaking new ground by developing sophisticated online tools to advance programme work. The new tools included the popular Organisational Gender Scorecard (OGS) and the revised Gender Progress Score. Both these tools are used to conduct institutional gender audits and assist in gender policy formulation. Clients' feedback on these tools has been positive and encouraging. Their feedback also helps us improve the way we work, for instance the Gender Progress Score was revised and updated and now includes questions on gender identities and sexual orientation - an area that is highly contentious and sensitive, and one that Gender Links has previously shied away from.

“Thanks again for the wonderful training. I am receiving very positive feedback from colleagues.”- *Esther Bouma, Attaché - Manager Health & Gender Programmes, Delegation of the European Union to South Africa*

Delegations to South Africa was quite unique in that it required customised training targeting three different groups, namely, Programme Officers and Gender Focal Persons, Trade and Political Advisors



Diakonia Asia Region Staff at the Gender Responsive Budgeting Training conducted by GLS. *Photo: Mukayi Makaya*

Diakonia commissioned Gender Links to undertake an assessment and propose future approach for Diakonia's gender equality work. The comprehensive assessment included consultations with staff at head office, regional and country offices in Africa, Middle East, Asia and Latin America and Sweden. The findings and recommendations from the study have been considered in a management response and was followed by a comprehensive action plan which will be implemented. Further, a new gender position have been established that in cooperation with a gender task force will assure implementation of the action plan with the aim to strengthen gender mainstreaming in the entire organisation and in all its work. For Diakonia it constituted an additional value that a partner organisation (Gender Links) performed the assessment. - *Diakonia Sweden - Gender Task Force*

Over the last two years, GL has deepened its partnership with Diakonia, both as a donor and client of GL. As illustrated in the table, what began as support to the Diakonia Uganda office grew into an Africa-wide initiative. The global office of Diakonia

subsequently commissioned GL to undertake an organisation wide gender assessment. This later led to a request for support on gender responsive budgeting by Diakonia Asia.

Arm of Diakonia	Technical support provided by GL Services	Time frame	Main Outcomes	Feedback
Diakonia Uganda	Gender Audit	June 2013	Enhance knowledge and appreciating of the gender discourse and gender mainstreaming at individual and institutional levels; male buy-in and commitment to be gender champions in private and public spaces.	Positive change in mindsets and ways of doing things at individual and institutional levels.
	Gender Needs Assessment	June 2013		
	Gender Mainstreaming Training	September 2013		
	TOT - Gender Mainstreaming	July 2014		
	Gender Summit	October 2014		
Diakonia Africa Regional Office	Gender Mainstreaming Training for Africa Regional Manager	May 2014	Enhance application of gender mainstreaming at programme and organisational level. Enhance understanding of gender and the media.	Managers found the training refreshing and insightful.
Diakonia Zambia	Gender Audit	August 2014	Enhance understanding of gender mainstreaming at institutional level, and appreciation of gender mainstreaming in programming.	Diakonia and its partners were keen to develop Gender Action Plans, and to review own internal gender mainstreaming processes.
	Gender Needs Assessment			
	Gender Mainstreaming Training			
Diakonia Global	Gender Audit, and recommendation on gender mainstreaming processes and support by the Headquarters	October 2014	Increased understanding of perceptions on institutional gender mainstreaming across all regional offices, clarity and roadmap on how to support work on gender.	Positive feedback, that pointed to better strategies for supporting gender mainstreaming with regional offices.
Diakonia Asia	Gender Responsive Budgeting	November 2014	Clarity, understanding and application of gender responsive budgeting into programme budgets; review of key institutional tools and budget templates to ensure that they are gender responsive.	Positive energy and excitement at the new knowledge gained on how to apply gender mainstreaming within budgets.

GL supported Diakonia Uganda in its first ever Gender Summit, leveraging off GL's experience of organising the SADC Protocol@Work summit. GLS adapted this model to suit Diakonia's 15 partners drawn from feminist organisations, faith based organisations, human right organisations, youth groups and other civil society organisations. The summit attracted over 20 entries in the following categories: Institutional Gender Mainstreaming, Leadership, Governance,

Gender Specific Project, Gender Mainstreamed Project, Information, Education and Communications (IECs) and Workplace practises.

“Thank you for your support towards our internal processes. This email is loaded with so many good thoughts and ideas. We will reflect on them and revert. So many thanks for the excellent support.” - *Annabel Ogwang Okot, Diakonia Uganda, Country Representative, Uganda*

Effective synergies: GLS and Diakonia

Diakonia describes itself as a learning organisation and always encourages learning between different programmes in order to pick up best practices to improve its work. In 2013, the Uganda County Office realised the need to deepen its engagement in gender mainstreaming beyond diversity and inclusion. Africa Economic Justice (AEJ) Programme offered the expertise of their South African partner Gender Links. Since the process started, marvellous achievements have been realised in gender programming.

Uganda began with an internal thinking process of reinforcing gender sensitivity of their country programme. Through the expertise provided by Gender Links, the process involved a Gender Needs assessment survey, training workshops and a summit dubbed "Gender@work".

Important achievements have been realised at both Diakonia Uganda County Office level and partner level. The programme successfully developed a gender action plan approved in April 2014 for realisation of gender equality aspirations within the partner organisations and the Uganda country programme. For instance:

- Key programme documents such as New Programme proposal, planning and reporting tools, reports and budgets were reviewed with a gender lens.
- Development of a gender programming and mainstreaming checklist
- Prioritisation of gender in strategic dashboards.
- Development of an in-house gender mainstreaming training manual
- Workplace stereotypes being acted upon during staff meetings and while engaging with programme target groups.
- Review of visibility materials like organisational pull-up banners that were previously gender blind.



A tent full of evidence: one of the displays at the Uganda Gender Summit.

Photo: Colleen Lowe Morne

Critical results have been achieved at partner level. First, institutional capacity to mainstream gender at different levels has been done. Partners have developed gender policies, reviewed existing policies and developed gender aware safety and security policies. All this has enabled staff in identifying gender gaps within their work for further engagements. This is still an ongoing process since change is a gradual process. Most importantly, partners have expanded gender mainstreaming engagements to government levels.

There is an improvement in documentation practices of gender work by partners for further learning and engagement. Some partners have developed a gender communication plan for identifying and documenting gender issues in various disciplines in respect to organisational functions.

Partners have been able to initiate male engagement programmes to address gender inequalities at community and institutional level. Male champions have been identified to promote awareness of women's agenda and sensitising both women and men on issues of gender equality and socio-cultural practices norms which are discriminatory against women.

Case Study prepared by Diakonia Uganda Country Office, 2014

Looking ahead

2015 sees GL Services implementing an aggressive marketing strategy across its three pillars. This will include strong online marketing that will be supported by the launch of a new website. Growth strategies will also look at the development of online gender training courses structured from a beginner course, to intermediate and advanced. GLS will be advertising GTI courses through new social media like Facebook, also through the use of print media, as well as on radio. GTI will be looking at strategic partnerships with universities and other academic institutions that will yield the development of joint accredited courses thereby strengthening the GTI courses. GLS is looking

at penetrating the private sector offering gender mainstreaming training, and providing Institutional & Systems Support drawn from the wealth of tools that have been developed over time, and these tools are continuously reviewed and upgraded in line with new and emerging trends. GLS will deliberately position itself as a service provider of choice on speaking engagements and Seminars that include topics on gender, media, governance, SADC regional integration, and gender based violence. The GLS strategic model for 2015 will also explore opportunities for closer support and collaboration between the GL NPO and GL Enterprises, as a strategy for creating sustainability and synergies between the units.

GL COTTAGES

GL Cottages has been in operation for the past 3 years since March 2011. The business has been profitable and self-sustaining, with 2014 recording a healthy net profit. This unique, social entrepreneurship model has paid off, with the facility successfully attracting non-governmental organisations (NGOs), conferencing; business travellers; the academic community; donor and faith based organisations to mention a few.

The year 2014 saw the GL Cottages significantly grow its customer base way beyond expectation through various marketing tools ranging from advertising on flights such as Kulula and Mango to strategic distribution of marketing material at sporting facilities. Cricketers, swimmers and rugby players all came on board establishing a whole new breed of clientele for the Cottages. In addition to the marketing efforts targeted at profitability, GL Cottages hosted numerous publicity events such as outdoor games and braais. These provided an opportunity for potential customers to experience the product and service offered at GL Cottages. Nurses from the Mediclinic and students on science expos were among the many that enjoyed such publicity events. Thankfully, it all paid off in rands and cents!

Heavy capital investment towards the end of 2014 included redecorating all 29 guest rooms with an ethnic Afro-chic theme across the Cottages. GLC carpeted and repainted rooms for a cosier feel. Soft furnishing such as curtains, cushions and throws added to the cosier ambience. All rooms now bear names of African countries and display artefacts from all the borders of Africa. Guests have been giving very positive feedback on the new look. It has been a worthwhile investment both as a retention strategy for our existing customers and a way of attracting new customers.

Service with a smile

The service industry is facing fierce competition as customers are spoilt for choice. Today's customer has very high expectations when it comes to service standards. The old mentality that customers are simply statistics of people who need the goods and services we supply is out. The tables have turned; it is time for a new mind-set. Customers now demand service excellence. Our role in business is to dance to their tune and give them more than they paid for, the priceless smile.

GL Cottages staff received service excellence training in 2014, as well as a team building outing at the Whispering Pines resort, leaving the team ready to take on new challenges with a cheerful grandeur. Building the team spirit among staff members as well as being customer oriented proved to be critical strategies for the GL Cottages throughout 2014 and beyond.

GL Cottages staff serve guests with a smile: every day from dawn to dusk, across all departments. The "service with a smile" has become the Cottages unique signature that makes us stand out. Our guests are our delight; they are the very reason for our existence. The culture of smiling has been embedded in each of the Cottages staff members so much that it has become our second nature. In the hospitality industry every day brings along its own different challenges as we meet different personalities all the time. However, regardless of the challenges faced on any day, the Cottages team has mastered the secret: There is a divine gift wrapped up in every challenge, keep smiling!

Service with a smile has surely contributed to the Cottages success story. As we serve with a smile, we are silently telling our customers that we value their business, no matter how big or small, that we appreciate their support of our vision and that it is our greatest pleasure to serve them. Creativity is also part of this winning formula.



The "service with a smile" GL Cottages staff.

Photo: Gender Links

"I have been head chef at GL Cottages for almost two years. I am still learning, refining my skills and realising my potential.



My job requires both mental and physical strength, but it mostly needs creativity. After two years there is only so much cooking one can do until one runs out of ideas on how to vary menus. We sometimes receive guests with totally different and odd dietary requirements staying for more than two weeks and we must cater for them and keep changing the menu over and over and at the end it feels like we have cooked, what in other hotels is a menu for two years.

It does take strain both mentally and physically, especially since business has definitely picked up and we sometimes feel short staffed when we have to be the chefs, waiters, scullery and also trainers for the help we get when we are busy. But through all the hustle and bustle of the work, you realise the change; most things are now easier to do, it just requires patience; because for some of us it is not just a job it is a career". - Kgomotso Baloyi, Head Chef - GL Cottages

Looking ahead

GL Cottages as part of the GL Enterprises must be able to make a meaningful contribution for the sustainability of the GLS. The long term goal is that all the enterprise divisions put together should ultimately contribute 25% an equivalent of the total NPO budget. This will be achieved through leveraging, among other strategies. GL Cottages as the physical property will be able to leverage off its intellectual property, GL Advisory services and the Gender Links Training Institute to maximise its profitability. In addition there is a lot of potential locked in the partner relationships with like-minded civil society organisations who believe in the GL social entrepreneurship vision and are willing to support a worthy cause.

GL Cottages will successfully manage to position itself as a venue of choice by leveraging its competitive edge: service excellence, "the home away from home environment" and passion to meet customer needs. GL Cottages management is able to use its vast experience and strategic planning ability to develop innovative and dynamic solutions to counter the market demands of the business. Staff members will also be continuously groomed and trained to maintain the professional image of the organisation.

GL Cottages intends to venture more into new age marketing, with more presence being created online and on various social media platforms. The creation of the new Cottages website showcasing all the

refurbished rooms is also expected to grow sales substantially. Efforts will be focused on continuously growing the main income generating lines being accommodation, conferencing, Ekhaya Restaurant and revenue from special functions.

Aggressive measures will also be put in place to reduce costs especially from the implementation of the energy audit action plan which intends to introduce solar energy to GL Cottages. Effective procurement policies will be implemented and re-enforced to ensure for good "Value For Money". The combination of revenue increase and cost reduction will see the GL Cottages rise to greater heights in 2015 and beyond.



Debrah Mukuku, GL Cottages Manager.

Photo: Colleen Lowe Morna



MIDDEL & PARTNERS

*Chartered Accountants (SA), Registered Auditors
Geoktrooieerde Rekenmeesters (SA), Geregistreerde Ouditeure*

Independent Auditors' Report

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

We have audited the annual financial statements of Gender Links (Association Incorporated Under Section 21), as set out on pages 7 to 18, which comprise the statement of financial position as at 31 December 2014, and the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and the notes, comprising a summary of significant accounting policies and other explanatory information.

Directors' Responsibility for the Annual Financial Statements

The company's directors are responsible for the preparation and fair presentation of these annual financial statements in accordance with International Financial Reporting Standards 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 annual 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 annual 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 annual financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the annual financial statements. The procedures selected depend on the auditors' judgement, including the assessment of the risks of material misstatement of the annual financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the company's preparation and fair presentation of the annual 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 company'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 annual 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 annual financial statements of Gender Links (Association Incorporated Under Section 21) for the year then ended 31 December 2014 are prepared, in all material respects, in accordance with the basis of accounting described in note to the annual financial statements, and the requirements of the Companies Act 71 of 2008.

Other reports required by Companies Act 71 of 2008

As part of our audit of the annual financial statements for the year ended 31 December 2014, we have read the directors' report for the purpose of identifying whether there are material inconsistencies between that report and the audited annual financial statements. The directors' report is the responsibility of the directors. Based on reading that report we have not identified material inconsistencies between it and the audited annual financial statements. However, we have not audited the directors' report and accordingly do not express an opinion thereon.

Middel & Partners
AM Fourie
Registered Auditors

23 April 2015
Willowbrook

23 April 2015

Middel & Partners Johannesburg: Partnership
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Gender Links (Association Incorporated Under Section 21)

(Registration number 2001/005850/08)

Annual Financial Statements for the year ended 31 December 2014

Directors' Responsibilities and Approval

The directors are required in terms of the Companies Act 71 of 2008 to maintain adequate accounting records and are responsible for the content and integrity of the annual financial statements and related financial information included in this report. It is their responsibility to ensure that the annual financial statements fairly present the state of affairs of the company as at the end of the financial year and the results of its operations and cash flows for the period then ended, in conformity with International Financial Reporting Framework (IFRS). The external auditors are engaged to express an independent opinion on the annual financial statements.

The annual financial statements are prepared in accordance with International Financial Reporting Framework (IFRS) and are based upon appropriate accounting policies consistently applied and supported by reasonable and prudent judgements and estimates.

The directors acknowledge that they are ultimately responsible for the system of internal financial control established by the company and place considerable importance on maintaining a strong control environment. To enable the directors to meet these responsibilities, the board sets standards for internal control aimed at reducing the risk of error or loss in a cost effective manner. The standards include the proper delegation of responsibilities within a clearly defined framework, effective accounting procedures and adequate segregation of duties to ensure an acceptable level of risk. These controls are monitored throughout the company and all employees are required to maintain the highest ethical standards in ensuring the company's business is conducted in a manner that in all reasonable circumstances is above reproach. The focus of risk management in the company is on identifying, assessing, managing and monitoring all known forms of risk across the company. While operating risk cannot be fully eliminated, the company endeavours to minimise it by ensuring that appropriate infrastructure, controls, systems and ethical behaviour are applied and managed within predetermined procedures and constraints.

The directors are of the opinion, based on the information and explanations given by management, that the system of internal control provides reasonable assurance that the financial records may be relied on for the preparation of the annual financial statements. However, any system of internal financial control can provide only reasonable, and not absolute, assurance against material misstatement or loss.

The directors have reviewed the company's cash flow forecast for the year to 31 December 2015 and, in the light of this review and the current financial position, they are satisfied that the company has or has access to adequate resources to continue in operational existence for the foreseeable future.

The external auditors are responsible for independently auditing and reporting on the company's annual financial statements. The annual financial statements have been examined by the company's external auditors and their report is presented on page 4.

The annual financial statements set out on pages 5 to 21, which have been prepared on the going concern basis, were approved by the board on 23 April 2015 and were signed on its behalf by:

The external auditors are responsible for independently auditing and reporting on the company's annual financial statements. The annual financial statements have been examined by the company's external auditors and their report is presented on page 4.

The annual financial statements set out on pages 5 to 21, which have been prepared on the going concern basis, were approved by the board on 23 April 2015 and were signed on its behalf by:



M Ndulo (Chairperson)



CL Morna (Chief Executive Officer)

Willowbrook

23 April 2015

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Gender Links (Association Incorporated Under Section 21)

(Registration number 2001/005850/08)

Annual Financial Statements for the year ended 31 December 2014

Directors' Report

The directors have pleasure in submitting their report on the annual financial statements of Gender Links (Association Incorporated Under Section 21) for the year ended 31 December 2014.

1. Incorporation

The company was incorporated on 14 March 2001 and obtained its certificate to commence business on the same day.

2. Nature of business

The organisation promotes gender equality in line with targets of Southern African Development Community Protocol on gender and development, through research, advocacy and training in the media, governance and justice sectors.

There have been no material changes to the nature of the company's business from the prior year.

3. Review of financial results and activities

The annual financial statements have been prepared in accordance with International Financial Reporting Standards and the requirements of the Companies Act 71 of 2008. The accounting policies have been applied consistently compared to the prior year.

Full details of the financial position, results of operations and cash flows of the company are set out in these annual financial statements.

4. Insurance and risk management

The organisation follows a policy of reviewing the risks relating to assets and possible liabilities arising from business transactions with its insurers on an annual basis. Wherever possible assets are automatically included. There is also a continuous asset risk control programme, which is carried out in conjunction with the organisation's insurance brokers. All risks are considered to be adequately covered, except for political risks, in the case of which as much cover as is reasonably available has been arranged.

5. Directorate

The directors in office at the date of this report are as follows:

Directors

M Ndulo (Chairperson)
CL Moma (Chief Executive Officer)
E Brown (Deputy Chairperson)
PA Made
T Mpumlwana
FF Haffajee
S Longwe
R Pholo
B Bennett
M Cumbi
L Virahsamy
VN Setshwaelo

Appointed 21 July 2014

There have been no changes to the Directorate for the year under review.

6. Property, plant and equipment

There was no change in the nature of the property, plant and equipment of the company or in the policy regarding their use.

At 31 December 2014 the company's investment in property, plant and equipment amounted to R11 713 968 (2013: R 11 755 477 ; 2012: R 10 570 103), of which R540 217 (2013: R 1 761 984 ; 2012: R 420 077) was added in the current year through additions.

7. Events after the reporting period

The only event that occurred after year end related to the handing over of Gender Links' founding director to a new executive director during 2015. As part of the exit strategy the director will support the income generating units and remain on the finance committee for a period of at least two years to ensure a smooth transition.

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Gender Links (Association Incorporated Under Section 21)

(Registration number 2001/005850/08)

Annual Financial Statements for the year ended 31 December 2014

Directors' Report

8. Going concern

The directors believe that the company has adequate financial resources to continue in operation for the foreseeable future and accordingly the annual financial statements have been prepared on a going concern basis. The directors have satisfied themselves that the company is in a sound financial position and that it has access to sufficient borrowing facilities to meet its foreseeable cash requirements. The directors are not aware of any new material changes that may adversely impact the company. The directors are also not aware of any material non-compliance with statutory or regulatory requirements or of any pending changes to legislation which may affect the company.

9. Auditors

Middel & Partners continued in office as auditors for the company for 2014.

At the AGM, the shareholder will be requested to reappoint Middel & Partners as the independent external auditors of the company and to confirm Mr AM Fourie as the designated lead audit partner for the 2015 financial year.

10. Secretary

The organisation had no secretary during the financial year. It is not mandatory for a non profit organisation to have a secretary.

11. Date of authorisation for issue of financial statements

The annual financial statements have been authorised for issue by the directors on 22 April 2015. No authority was given to anyone to amend the annual financial statements after the date of issue.

12. Acknowledgements

Thanks and appreciation are extended to all of our shareholders, staff, suppliers and consumers for their continued support of the company.

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Gender Links (Association Incorporated Under Section 21)

(Registration number 2001/005850/08)

Annual Financial Statements for the year ended 31 December 2014

Statement of Financial Position as at 31 December 2014

	Note(s)	2014 R	2013 R
Assets			
Non-Current Assets			
Property, plant and equipment	2	11 713 968	11 755 477
Other financial assets	3	5 922 674	5 529 191
		17 636 642	17 284 668
Current Assets			
Loans to directors, managers and employees	4	42 022	58 800
Trade and other receivables	5	1 041 157	611 012
Cash and cash equivalents	6	18 847 136	23 068 532
		19 930 315	23 738 344
Total Assets		37 566 957	41 023 012
Equity and Liabilities			
Equity			
Reserve funds		22 859 165	20 447 764
Liabilities			
Non-Current Liabilities			
Funds received in advance	7	13 866 568	19 191 114
Current Liabilities			
Trade and other payables	8	841 224	1 337 479
Bank overdraft	6	-	46 655
		841 224	1 384 134
Total Liabilities		14 707 792	20 575 248
Total Equity and Liabilities		37 566 957	41 023 012

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Gender Links (Association Incorporated Under Section 21)

(Registration number 2001/005850/08)

Annual Financial Statements for the year ended 31 December 2014

Detailed Income Statement

	Note(s)	2014 R	2013 R
Operating expenses			
Accommodation		(3 456)	(19 855)
Administration and management fees		379	(566 337)
Advertising		(27 238)	(18 858)
Advisory Services		-	(367 060)
Assessment rates & municipal charges		-	(4 050)
Auditors remuneration	11	(156 304)	(126 700)
Bank charges		(311 099)	(292 824)
Cleaning		(27 949)	(35 192)
Capital expenditure		(463 687)	(297 848)
Consulting fees		(2 284 183)	(3 188 396)
Depreciation, amortisation and impairments		(566 881)	(576 610)
Discount allowed		-	(22 222)
Donations		-	(42 824)
Employee costs		(17 163 707)	(12 913 015)
Entertainment		(37 231)	(14 301)
Equipment maintenance		(13 639)	(71 531)
Financial advisor fees		(34 446)	(11 297)
Governance		(444 904)	(138 715)
Prior Year - Uncleared balances to be cleared		(239 819)	-
IT expenses		(1 218 419)	(493 883)
Insurance		(144 264)	(100 728)
Legal expenses		(147 314)	(35 268)
Licences & permits		(18 505)	(24 826)
Linen & curtaining		(20 051)	(67 024)
Management meetings		-	(15 796)
Monitoring and evaluation		(2 051 672)	(1 110 826)
Motor vehicle expenses		(22 008)	(97 681)
Municipal expenses		(371 462)	(325 575)
Postage		(43 053)	(41 410)
Printing and stationery		(218 383)	(237 061)
Profit and loss on exchange differences		(189 837)	(137 443)
Profit and loss on sale of assets and liabilities		(14 846)	-
Publications and productions		(2 465 368)	(2 353 063)
Rent paid		(139 059)	(564 261)
Repairs and maintenance		(490 914)	(323 823)
Research and development costs		(505 869)	(3 889 512)
Security		(45 374)	(44 922)
Staff development		(228 296)	(181 614)
Staff recruitment costs		(113 328)	(58 450)
Staff wellness & welfare		(220 712)	(249 425)
Staff wellness & welfare - Interns		(290 191)	-
Subscriptions		(99 461)	(61 711)
Telephone and fax		(439 104)	(543 578)
Training		(5 039)	-
Travel - local		(201 283)	(268 674)
Travel - overseas		(697 494)	(229 346)
Website costs		(555 370)	(562 439)
Workshops		(32 626 241)	(20 748 259)
		(65 357 081)	(51 474 233)

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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 through a people-centred approach that includes 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 MDG 3 (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.
- Ensuring value for money - economy, efficiency and effectiveness - in all GL's undertakings.
- Fund raising at country and regional level, including maintaining a diverse portfolio of funders and income generating activities through the GL Cottages and GL Services.
- A commitment to institutional effectiveness that includes staff growth and development; efficient and effective use of IT, the purchase and maintenance of physical assets that create an enabling environment for work and wellness.

