

**ORGANISATIONAL EVALUATION OF  
GENDER LINKS**

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## **ACRONYMS**

BOMWA - Botswana Media Women's Association  
ED – Executive Director  
FAMSA – Federation of Media Women Southern Africa  
GAP – Gender Advocacy Project (South Africa)  
GCIS- Government Communication and Information Services (South Africa)  
GL- Gender Links  
GEMZI – Gender and Media Network of Zimbabwe  
GEMMA- Gender and Media Malawi  
GEMSA – Southern African Gender and Media Network  
HiVOS – Humanist Institute for Cooperation with Developing Countries  
IAJ – Institute for the Advancement of Journalism (South Africa)  
MBC – Mauritius Broadcasting Corporation  
MAWA – Media Arts Watch (Lesotho)  
MIJ – Malawi Institute of Journalism  
MISA – Media Institute of Southern Africa  
MMP – Media Monitoring Project of South Africa  
MMPZ – Media Monitoring Project of Zimbabwe  
MWO – Media Watch Organisation (Mauritius)  
NIZA- Netherlands Institute of Southern Africa  
NSJ Southern African Media Training Trust (Mozambique)  
NUL – National University of Lesotho  
OSF-SA – Open Society Foundation of South Africa  
OSISA – Open Society Initiative for Southern Africa  
PILS – Aids organisation in Mauritius  
PON – Polytechnic of Namibia  
SADC- Southern African Development Community  
SADC GU – SADC Gender Unit  
SAEF- Southern African Editors Forum  
SAGEM – South African Gender and Media Network  
SAFAIDS – Southern African Forum for AIDS  
SAMTRAN- Southern African Media Trainers Association  
SANEF – South African National Editors Forum  
SARDC – Southern African Research and Documentation Centre (Zimbabwe)  
SANEF - South African National Editors Form  
SMEGWA – Swaziland Media and Gender Watch Association  
TAMWA – Tanzanian Media Women's Association  
TGNP – Tanzania Gender Networking Programme  
UEM – University of Eduardo Mondlane (Mozambique)  
UNDP – United Nations Development Project  
US – University of Swaziland  
UM – University of Mauritius  
UB – University of Botswana  
VRC – Virtual Resource Centre  
WLSA – Women in Law in Southern Africa  
WLW RSA – Women Land and Water Rights in Southern Africa  
ZAMCOM – Zambia Institute of Mass Communication  
ZWR CN – Zimbabwe Women's Resource Centre Network  
ZAMWATCH – Zambia Media Watch

## **ACKNOWLEDGEMENTS**

The evaluators (see Annexure 6) would like to thank Gender Links (GL), HiVOS and the Netherlands Institute of Southern Africa (NiZA) for this opportunity to evaluate GL. It has been a privilege, a learning experience and a challenge. The decision by two donors to collaborate in conducting a comprehensive organisational evaluation of this kind and making it available to other donors to assist in their assessment of the organisation is unique and sets a positive precedent.

We would also like to thank the many individuals and partner organisations that we interviewed (see Annexure 5). Their high praise and helpful criticism of GL will reinforce its resolve to fight for gender equality in the Southern African Development Community (SADC) region and to reflect on how best to accomplish this vision in the years ahead. This report will also hopefully assist GL in shaping its next three year-year Strategic Plan. It is entering a very important phase of consolidation and change.

Gender Links asked us to hold up a mirror to it – and we have tried to do so. The mirror was a GEM that refracted many images – some brilliant and some oblique - but we always knew that we were looking at the many faces of a diamond called Gender Links.

## **METHODOLOGY**

The methodology of the evaluation, agreed by GL, the sponsors of this evaluation and the evaluators, included interviews with the Board and staff of Gender Links, interviews with representatives of many of its partners, networks and beneficiaries of its work including media practitioners, extensively observing GL in action in the planning and implementation of some of its work, and studying a huge body of working documents, publications and the IT platform of GL. To facilitate this more process oriented approach, the evaluation took place over four months, from mid-April to mid-August 2006.

The facilitators made use of triangulation methodology: that is using several methods of research to supplement information and to cross check for accuracy and reliability. This included a documentary review to obtain insight and grasp of the work of GL, quantitative research to identify trends, structure and outputs and qualitative research to identify outcomes and impact. Triangulation also assists with the assessment of differences of opinion and interpretation.

Field interviews were conducted in South Africa, Mauritius, Zimbabwe and Botswana. The budget allowed for travel to a maximum of four countries and the evaluators are based in South African and Zimbabwe respectively. Travel also had to take place between these two countries for meetings between the consultants and with GL. A workshop with the staff, the Executive Director and an Executive Committee member of the Board of GL took place after the first draft report was submitted, to discuss and debate the report. It was amended and finalised after this workshop. The evaluators will also participate in a round table meeting with donors that GL will convene ahead of the second Gender and Media Summit in September 2006.

The observation of a number of activities of GL was a new approach for the evaluators and of great benefit. It made the work come alive and offered the opportunity of interviewing a vast range of individuals and partner organisations (reflecting a huge diversity of range and opinion). It included the following events:

- Observing a meeting of the Government, Communication and Information Service (GCIS) of South Africa with various government departments and Gender Links in relation to the joint coordination of a national conference to develop a National Action Plan to End Violence Against Women and Children in South Africa.
- Observing a meeting convened by Gender Links with a number of South African gender NGO's and civil servants, to arrange further coordination of the conference.
- Observing some sessions of the National Action Plan conference.
- Observing a partner consultation meeting organised by GEMSA.
- Observing a part of the 2006 Board meeting of Gender Links.
- Observing a part of a training session for the in-country Gender and HIV and AIDS coordinators of Gender Links.
- Observing a training workshop in Mauritius on Gender, the Economy and the Media.
- Observing a number of meetings between Gender Links and the Mauritius Media Watch Organisation (the GEMSA branch in Mauritius) with the editors of media houses and the (Malawian) chairperson of the Southern African Editors Forum (SAEF), to facilitate the formation of a National Editors Forum for SAEF in Mauritius.
- Observing a two-day trimester meeting of the staff of Gender Links to evaluate themselves as a team, assess staff capacity-building needs and to plan their work schedules over the next three months.

## 1. EXECUTIVE SUMMARY

Gender Links is a Southern African non-governmental organisation (NGO) that primarily promotes gender equality in and through the media, but which also conducts significant and high-level policy work in the area of Gender and Governance (women in politics and related issues) and campaigning in the area of Gender Justice (violence against women and children). GL has given expression to its vision and mission statements by establishing and joining networks to cascade its programmes into the countries of SADC and by developing strategic partnerships with key regional and national media NGO's and national and intergovernmental agencies. Although located in South Africa, GL has since inception established itself as a sub-regional NGO.

A number of key events and projects have established GL among the ranks of the leading regional media NGO's in Southern Africa and helped it to significantly expand its reach among national media and gender NGO's, media houses and media practitioners. These include the Media Training Assessment Needs study conducted in 2001, the Gender and Media Baseline (GMBS) study it conducted with MISA in 2002/3, the Gender and Media Summit it convened with MISA in 2004, the establishment of the Gender and Media Network of Southern Africa (GEMSA) in 2004, the establishment of the Southern African Gender Protocol Alliance in 2005 and its participation in the (Southern African) Media Action Plan for Gender and HIV and AIDS in 2005. Other major research, training and advocacy projects that also contributed significantly to its regional reach and reputation included its 2005/6 study of HIV and AIDS policies in 366 media houses across the region, its regional Gender, Media and Audience Study (GMAS) in 2005 and its Gender, Media and Elections training courses in 2004/5.

Gender Links is an **overwhelmingly** successful and productive organisation. Its institutional reputation is not only based on the extraordinary number of training and advocacy workshops that it holds, but equally on the high quality and speed of its work, its groundbreaking research and extensive documentation, its impact on journalists and the media, its impact on SADC governments and parliaments in terms of policy, its impact in growing the number and voices of women politicians in the media in Southern African and its **international** innovation in research and strategy.

A key finding of the evaluation is that through its research, training and networking, GL has succeeded in **establishing a gender and media movement in Southern Africa**.

Such success comes at a price. The capacitation of gender and media networks by Gender Links in other SADC countries is resulting in some of them seeking more national influence and control of the regional gender and media 'agenda'. This is a natural development, but not an easy one to manage. GL will be required for a **few more years** to continue leading and building capacity in this constituency, not only in developing and refining their application of research techniques, training, advocacy and developing in-country quantitative and qualitative monitoring tools, but also in terms of 'best practise' internal institutional management (the latter would be a new role).

But an unintended threat and outcome of this success is that GL is **slowly** 'succeeding' in working itself out of its niche – by increasingly empowering other organisations in the SADC Region in promoting gender equality in and through the media. GL therefore needs to think and plan a few years ahead and needs to begin reinventing itself by expanding the other elements of its mission statement – **particularly** Gender and Governance - and **possibly** Gender Justice as well. In South Africa, stepping out more prominently into the terrain of Gender Justice will have its challenges, because NGO's in this sub-sector may not welcome another major player. At the same time the lack of effective and strategic networking is a major weakness of this sub-sector, and a major strength of GL. GL also has a long history of working in this area in the SADC region. Gender and Governance is an obvious and safe route to go. Expansion into the Gender Justice sector needs to be approached more cautiously.

Gender Links decided at its Board meeting in March 2005 to expand its already extensive system of *internal* monitoring, planning and evaluation by conducting a comprehensive *external* evaluation of the organisation every five years, beginning with this evaluation in 2006. Since HiVOS also conducts evaluations of its partner organisations every five years, GL asked HiVOS to combine these efforts, and also requested additional funding from NiZA (that was granted) so that a two-person team could be appointed.

The Table below reflects a SWOT (strengths, weaknesses, opportunities and threats) analysis of GL. It is relevant to note that some issues feature as strengths, weaknesses, threats and opportunities at the same time, for example the small number of staff, the nature of the project-funding base of GL, and the over 40 partnerships and networks through which GL cascades and mobilises its work. In respect of the latter, it is natural - and should be expected - that problems will arise in the course of so many partnerships. GL, however, is characterised by a great many continuous partnerships.

Among the key recommendations of the report are that GL adds systems for more effectively evaluating networks and partnerships to its already extensive monitoring and evaluation mechanisms and that donors shift from their overwhelmingly project-funding based approach to much more core cost and basket funding support of GL that would enhance the impact of its work and which are much more conducive to institutional growth and development.

<b>Table 1: SWOT Analysis of GL</b>			
<b>STRENGTHS</b>	<b>WEAKNESSES</b>	<b>OPPORTUNITIES</b>	<b>THREATS</b>
<p><b>Credibility and Reputation</b> GL is characterised by many as:</p> <ul style="list-style-type: none"> <li>▪ The main driver of the media and gender agenda in the SADC region.</li> <li>▪ Very systematic.</li> <li>▪ Well-researched and grounded in solid knowledge and fact.</li> <li>▪ Its work is extremely well documented.</li> <li>▪ Its work overall is of a very high quality.</li> <li>▪ It is exceptionally productive and extremely quick with implementation.</li> <li>▪ It is politically well connected and enjoys strong international linkages.</li> <li>▪ It is highly effective in lobbying and advocacy.</li> <li>▪ It is a strong organisation with strong capacity that gets the job done.</li> <li>▪ It is tenacious, dedicated and focused.</li> <li>▪ It is not afraid of seizing on opportunities.</li> <li>▪ It is small and flexible and not easily distracted.</li> <li>▪ GL has emerged as an important commentator and analyst in relation to the voices and votes of women in elections.</li> </ul>	<p><b>Credibility and Reputation</b></p> <ul style="list-style-type: none"> <li>▪ GL must reflect more. Too much time is absorbed by the implementation of too many projects, often on short deadlines, and the general rush of getting things done, partly as a result of the pressure of project-funding in terms of which many projects have to be implemented in limited project time frames.</li> </ul>	<p><b>Credibility and Reputation</b> At this five-year juncture GL must carefully consider its future in relation to its mission and its next three-year strategic plan – particularly in the light of the formation of GEMSA. It could considerably expand its focus and programmes in the Gender and Governance sector, and possibly in the Gender Justice sector. It needs to decide on whether media and gender should continue to be its main focus, or become a strategy in leveraging one or both of the other two sectors as major focus areas. Any of these choices will affect its current Plan of Action – because a period of transition will be required if new focus areas are to be developed, and the necessary resources put in place.</p>	<p><b>Credibility and Reputation</b></p> <ul style="list-style-type: none"> <li>▪ The overall context of resistance to gender perspectives in male-dominated media and broader society who see gender equality and mainstreaming as a threat.</li> <li>▪ Careful research and analysis will need to be conducted by GL and strategies of consultation and the building of relationships will have to be undertaken in the development of an expanding mission in the area of Gender Justice.</li> </ul>

<b>STRENGTHS</b>	<b>WEAKNESSES</b>	<b>OPPORTUNITIES</b>	<b>THREATS</b>
<p><b>Programmes</b></p> <ul style="list-style-type: none"> <li>▪ There is a huge output of project activity. In total 165 workshops took place over the five years until the end of the 2005/6 financial year attended by 4762 participants from 13 SADC countries (37% of whom were men). Around 40 hard copy publications were produced, and much more resource material was provided through the GL web site.</li> <li>▪ GL's research and training methodology coupled to public awareness, lobbying and advocacy campaigns, is a best practise model and a decided strength of GL.</li> <li>▪ GL's annual plans include targets and indicators for both quantitative outputs and for qualitative outcomes.</li> <li>▪ The programme areas are coherent in design and conceptually well linked to achieve as much societal transformation as possible. The target groups include policy makers in the media and in governments, media practitioners, gender NGO's, women-decision makers and the broader public.</li> </ul>	<p><b>Programmes</b></p> <p>Work overload</p>	<p><b>Programmes</b></p> <ul style="list-style-type: none"> <li>▪ Some partners propose that more work needs to be done with media regulatory authorities (this has started in the 2006 POA) and other state institutions such as the GCIS to audit and check on their gender and media policies. Regional work in other SADC countries also needs to begin focusing on the area of media regulatory and policy institutions.</li> </ul>	

<b>STRENGTHS</b>	<b>WEAKNESSES</b>	<b>OPPORTUNITIES</b>	<b>THREATS</b>
<p><b>Research</b></p> <ul style="list-style-type: none"> <li>▪ The cutting edge empirical research conducted by GL, and which provides the entry point to and underpins so many of its programmes, lends great credibility and legitimacy to the work of GL.</li> <li>▪ The huge body of research that it produces makes a substantive contribution to the field of media studies in the SADC region.</li> </ul>	<p><b>Research</b></p> <p>GL does not always provide sufficient budgets for research (slight shortfalls were mentioned by some educational institutions who said they had to supplement these budgets from their own resources).</p> <p>Some partners would like more advance discussion on issues of methodology before research is implemented.</p>	<p><b>Research</b></p> <p>Discuss and conduct in-country needs assessments with GEMSA to collectively define new research projects to strengthen ownership of projects in GEMSA. New projects begin with research.</p>	<p><b>Research</b></p> <p>Lack of donor funding</p>
<p><b>Training</b></p> <ul style="list-style-type: none"> <li>▪ The quality and standards of training provided by GL, as well as the trainers they use, are regarded as very high.</li> <li>▪ 1 197 trainees were trained in 68 training workshops held over five years. Media practitioners were the biggest beneficiary group, but gender NGO's and women politicians were also major target groups.</li> <li>▪ GL is the first media NGO to have pioneered and tested training inside newsrooms. This form of training is the most effective in terms of grassroots transformation of the media, and results in immediate and visible improvements in news coverage by the media.</li> </ul>	<p><b>Training</b></p> <p>More work needs to be done with the community media sector.</p>	<p><b>Training</b></p> <ul style="list-style-type: none"> <li>▪ GL should continue to roll out their <i>basic gender mainstreaming workshops</i> in newsrooms because staff turnover in SADC newsrooms is very high.</li> <li>▪ Training of women journalists specifically should be considered, not only in media skills, but to prepare them to compete for executive editorial position.</li> <li>▪ GL could come up with a system of benchmarking centres of excellence in training institutions in relation to gender and media practises</li> <li>▪ GL should seek formal academic endorsement for its work.</li> </ul>	

<b>Table 1: SWOT Analysis of GL</b>			
<b>STRENGTHS</b>	<b>WEAKNESSES</b>	<b>OPPORTUNITIES</b>	<b>THREATS</b>
<p><b>Publications and Information Technology</b></p> <ul style="list-style-type: none"> <li>▪ The substantial number of high quality hard copy, electronic and Internet-based publications and tools produced by GL in the course of documenting it's research, case studies, policies, debates, events and training tools.</li> <li>▪ In general its centrally integrated use of IT significantly leverages its work in the region. GL goes significantly beyond the normal web site and list serve features of NGO's and its IT platform includes many other innovative services such as 'Cyber Dialogues', the Virtual Resource Centre, the GL Commentary and Opinion Service, the e-Justice Barometer, and others. This is a key success area.</li> <li>▪ The GL Opinion and Commentary (news agency) Service, event newspapers and other publications, by way of example pro-actively demonstrate to the media how gender equality can be mainstreamed in normal news coverage, beat genres and in</li> </ul>	<p><b>Publications and Information Technology</b></p> <p>GL requires core cost funding in relation to capital costs, for instance to replace ageing computers and software and IT and communications equipment – particularly in view of how well and pro-actively GL makes use of IT in its programmes, networking and advocacy.</p>	<p><b>Publications and Information Technology</b></p> <ul style="list-style-type: none"> <li>• Many gender and media themes remain untapped, and research could be conducted in these areas.</li> <li>• There is a need for a regional gender, media and diversity resource centre as a one-stop repository of all the hard copy and Internet-based resources produced by GL, universities and other partners in the region.</li> </ul>	<p><b>Publications and Information Technology</b></p> <p>Lack of media and IT literacy can threaten the use of publications and IT-based resources.</p>

<b>Table 1: SWOT Analysis of GL</b>			
<b>STRENGTHS</b>	<b>WEAKNESSES</b>	<b>OPPORTUNITIES</b>	<b>THREATS</b>
<p>news commentary. These agency services also make a considerable contribution to gender coverage in the media.</p>			
<p><b>Networks and Partnerships</b></p> <ul style="list-style-type: none"> <li>▪ GL has a very strong outreach and catapults its work very effectively into the SADC region through networks and strong partnerships, particularly through GEMSA (the Gender and Media Network of Southern Africa), MAP (the Media Action Plan on Gender and HIV and AIDS in the SADC Region) and the Southern African Gender Protocol Alliance.</li> <li>▪ The strengths of these networks are clearly evident on the ground, for example in relationships with the Media Watch Organisation in Mauritius, GEMZi in Zimbabwe and GEMMA in Malawi.</li> <li>▪ GL is regarded as a very effective mobilising agency, both in terms of projects (content) and in relation to resources such as research, training tools and funding.</li> <li>▪ It engages some very strong partner organisations including the Media Institute of</li> </ul>	<p><b>Networks and Partnerships</b></p> <ul style="list-style-type: none"> <li>▪ Perceptions of unclear demarcation between GL and GEMSA.</li> <li>▪ The externally perceived dominance of GL in some partner relations. Internally GL perceives some of these critics as those who have let them down and GL then having to do their work, or the propensity of some partners not to participate pro-actively and then to complain about exclusion. Examples cited by partners include insufficient consultation by GL about the choice of projects, the dates when activities are scheduled, about research methodology, about organisations and individuals that are included or excluded from activities and about the choice and Terms of Reference of consultants.</li> <li>▪ Some issues of acknowledgement exist – GL seeks pro-actively to acknowledge contributions by all partners in publications, and sometimes partners have</li> </ul>	<p><b>Networks and Partnerships</b></p> <ul style="list-style-type: none"> <li>▪ GL should propose that GEMSA consult and conduct surveys in the SADC countries to establish country needs. These could be used to guide the choice of projects and may give GEMSA country networks a stronger sense of ownership of such projects.</li> <li>▪ Related to the above it has been suggested by a number of partners and staff that more work can be done in relation to the findings of the GMBS. This issue should be explored with them to establish more concretely what they have in mind. This could also be a good sharing and consultative exercise. Some want to take the findings of the GMBS to more provinces and districts in their countries, and others want to start exploring training and advocacy in remaining areas where women’s voices have been indicated to be weak. Some want to focus more strongly on policy work.</li> <li>▪ GL enjoys strong political</li> </ul>	<p><b>Networks and Partnerships</b></p> <ul style="list-style-type: none"> <li>▪ Some organisations and partners feel either overwhelmed or threatened by GL – a perception captured in general by the allegation that “GL takes over agendas”. In the media and gender sector some feel ‘overwhelmed’ and ‘dominated’ by GL. In the Gender and Justice sector some partners fear an expansion of GL’s work into this area. In both sectors these perceptions could result in lack of cooperation with GL.</li> <li>▪ The Gender Justice movement as a whole is not streamlined or united in Southern Africa. This is an obstacle to united action that could make stronger impact against gender violence.</li> </ul>

<b>Table 1: SWOT Analysis of GL</b>			
<b>STRENGTHS</b>	<b>WEAKNESSES</b>	<b>OPPORTUNITIES</b>	<b>THREATS</b>
<p>Southern Africa (MISA), the Southern African Editors Forum (SAEF), the GCIS (South African Government Communication and Information Service) and the SADC Gender Unit (unit of the SADC Secretariat that serves the official Southern African Development Community inter-governmental organ).</p> <ul style="list-style-type: none"> <li>▪ GL has entered into over 40 partnerships with various organisations, either individually or within networks in Southern Africa and a similar number in all nine provinces of SA. With one of two exceptions, these are continuous partnerships. GL has an exceptional ability to bring together diverse partners.</li> <li>▪ Collectively, but anchored in GEMSA, the key partnerships and networks now constitute a Gender and Media movement in Southern Africa. As a networker of networks GL has been the main catalyst in forging this movement.</li> </ul>	<p>excluded acknowledgement of GL in publications. A few partners feel that they have not been acknowledged sufficiently in joint projects at public functions (not only in relation to publications).</p> <ul style="list-style-type: none"> <li>▪ At moments not enough pre-project communication between GL and partners to prevent (isolated) duplication of projects.</li> <li>▪ In Gender Justice sector in South Africa concerns about the mission of GL expanding into this area.</li> <li>▪ Gap in the internal evaluation and monitoring systems of GL to formally assess relationships with networks and partner organisations.</li> <li>▪ Big partnerships require enormous management time in GL (an issue not sufficiently recognised by donors).</li> </ul>	<p>connections in various countries. In terms of its capacitation of GEMSA it should pro-actively link GEMSA branches to these connections.</p> <ul style="list-style-type: none"> <li>▪ GL is in a good position arising from earlier activity to further build its relationships with state and intergovernmental organisations such as the GCIS and Commission for Gender Equality (CGE) in South Africa, with the UN System and with more local government authorities in SA and the region.</li> </ul>	

<b>STRENGTHS</b>	<b>WEAKNESSES</b>	<b>OPPORTUNITIES</b>	<b>THREATS</b>
<p><b>Geographical Focus</b> GL works mainly in 13 SADC countries: Angola, Botswana, Lesotho, Malawi, Mauritius, Mozambique, Namibia, Seychelles, South Africa, Swaziland, Tanzania, Zambia and Zimbabwe</p>	<p><b>Geographical Focus</b> Given the lack of functioning SCO's in Angola and therefore the lack of GL partner organisations in Angola, only 37 Angolans have been involved in GL workshops over 5 years. The severe challenges of integrating Angola into regional NGO work programmes are not unique to GL. Zimbabwe (93) and Tanzania (95), however, appear to be lower target countries as well.</p>	<p><b>Geographical Focus</b></p> <ul style="list-style-type: none"> <li>▪ In terms of geographical focus GL could begin to work in new countries such as the Democratic Republic of the Congo and Madagascar.</li> <li>▪ Efforts could be made to offer more media and other training courses in respect of Zimbabwe and Tanzania.</li> <li>▪ A workshop being conducted with NIZA support in Angola in September 2006 provides an opportunity to expand work in that country.</li> </ul>	<p><b>Geographical Focus</b> Donors withdrawing from countries that are economically stronger like South Africa, Mauritius and Seychelles, and preferring to fund emerging countries like Mozambique, the DRC and Madagascar. Donors must more pro-actively receive the message that gender inequality is not a function of poverty, but of culture, and revise their country funding policies in relation to support for gender issues in general.</p>
<p><b>Staff</b></p> <ul style="list-style-type: none"> <li>▪ The staff are driven and focused with a clear vision and clarity on roles and tasks.</li> <li>▪ The small number of staff produce huge outputs.</li> <li>▪ The staff benefit from the development of excellent skills, capacity building and experience, that in turn provides a strong platform for future career development.</li> <li>▪ The internal participatory planning and human resource monitoring and performance systems of GL are very effective and geared towards delivery.</li> </ul>	<p><b>Staff</b> The small number of staff in relation to its huge programme of work results in a pressured environment.</p>	<p><b>Staff</b> The Board has directed that a staff development and capacity building plan be put in place and this is being done. This is also an opportunity to assess human resources needs overall. GL should appoint an additional administrative assistant.</p>	<p><b>Staff</b> GL's propensity for taking on more work in various programme and project areas. This is closely related to the problem of continuously having to raise projects funds, which results in more and more projects. Core-cost funding must be obtained to solve this problem.</p>

<b>STRENGTHS</b>	<b>WEAKNESSES</b>	<b>OPPORTUNITIES</b>	<b>THREATS</b>
<p><b>The Board</b></p> <ul style="list-style-type: none"> <li>▪ A good board that takes its role very seriously in relation to good governance with strong oversight over finances, quality of programmes and good internal policies and systems.</li> <li>▪ An international board consisting of notable and influential individuals from 6 countries – some occupying high positions of state or otherwise in society. Most of the board members have strong backgrounds in gender activism, and many in journalism and media development.</li> <li>▪ The Board annually conducts an evaluation of the Executive Director, and receives feedback from the staff in terms of the performance appraisal system.</li> </ul>	<p><b>The Board</b></p> <p>Needs to pay more attention to networking and partner relationships with other organisations.</p>	<p><b>The Board</b></p>	<p><b>The Board</b></p>
<p><b>Financial Sustainability</b></p> <ul style="list-style-type: none"> <li>▪ GL has a hugely diversified project-funding base including 24 donors over the 2005/6 financial year. The Executive Director is very good at sourcing funds.</li> <li>▪ GL practises model financial management systems, including exceptional</li> </ul>	<p><b>Financial Sustainability</b></p> <ul style="list-style-type: none"> <li>▪ GL does not benefit from core cost funding (with small exceptions).</li> <li>▪ The administration of so many projects increases the administrative costs of GL</li> <li>▪ Project funding is mainly annual, and therefore staff contracts are only annual (little</li> </ul>	<p><b>Financial Sustainability</b></p> <ul style="list-style-type: none"> <li>▪ GL with the support of its key donors convening a donor conference with the aim of securing core cost funds from bilateral donors (only HiVOS currently), possibly in the form of basket funding.</li> <li>▪ GL could consider undertaking a serious feasibility study into</li> </ul>	<p><b>Financial Sustainability</b></p> <p>The project funding nature of GL negatively affects virtually every aspect of the organisation, including its programmes, human resources, networks and administration.</p>

<b>Table 1: SWOT Analysis of GL</b>			
<b>STRENGTHS</b>	<b>WEAKNESSES</b>	<b>OPPORTUNITIES</b>	<b>THREATS</b>
<p>transparency and detail in reporting to its Board.</p> <ul style="list-style-type: none"> <li>▪ GL has purchased a house as its offices. It includes a space for small workshop/training purposes, which saves costs.</li> </ul>	<p>job security and negatively influences continuity of staff).</p> <ul style="list-style-type: none"> <li>▪ Too much of the Executive Director's time is usurped by fundraising, tracking of financial expenditure and reporting requirements – this while she is also strategically involved in conceptualising and implementing programmes and projects.</li> </ul>	<p>the establishment of a <i>consultancy business wing</i> of the organisation to generate income. This should not be regarded as a simple in-house expansion of the work of GL (it already conducts ad hoc consultancies and it is already overworked). It should be approached as the establishment of a separate but linked business-driven institution with separate staff, that would operate with the objective of providing income for GL. Gender mainstreaming and empowerment skills are an important commodity much in demand by many governmental and private sector agencies who are seriously seeking <u>expert</u> skills in this area. GL's existing and expanding partnership ties with various government agencies could be a strong asset in this regard.</p> <ul style="list-style-type: none"> <li>▪ GL and key institutional partners of the network to assist in the further institutional strengthening of GEMSA at country level.</li> </ul>	

## 2. INTRODUCTION

### 2.1 Context within which the organisation works

Countries in the SADC region, along with many others in Africa, underwent a profound period of democratisation from 1989 to the mid-1990's when one party governments and military regimes converted to multi-party democratic systems based on regular elections (although some are severely flawed). Since then the challenge has been to deepen democracy by extending physical infrastructure and services to citizens (roads, transport, water, electricity, houses, telecommunications, education, health) and liberalising economies so that the private sector can contribute to job creation, development and the wealth of countries. However, allowing vibrant citizen participation in determining the *policies* of countries – the strongest test of a democracy in the everyday life of a country, is still very weak despite the rich tapestry of civil society organisations that exist in the region.

The SADC region is characterised by many civil society organisations that seek to represent the development and human rights issues of people on the ground and to improve their socio-economic conditions. To meet these objectives they also have to develop the capacity to influence the policies of government. In this respect, a huge gulf still looms between civil society and SADC governments who regard them with suspicion and often as the donor-driven agents of Northern liberal democracies. Although civil society organisations are granted freedom of association in many SADC countries (to a lesser or wider extent), this is nevertheless against the backdrop of many governments perceiving civil society groups as attempting to assume the space of legitimate and elected government – i.e. as opposition.

Although the constitutions of SADC countries promise equality to all people, this objective is far from realised. Huge and growing inequalities exist between rich and poor, people living in cities and in the rural areas, those who are able to practise their human rights and those who don't, those who live within a framework of codified law and those who live under traditional law, and notably between men and women.

The fact that broader society and the media are dominated by men who still largely resist gender transformation, looms large in the context within which GL has to operate. The impact of Gender Links has, however, visibly resulted in a more positive approach towards gender equality as reflected, for example, in the current programmes and projects of NGO's such as the Media Institute of Southern Africa (MISA) and the Southern African Editor's Forum (SAEF), particularly when compared to the notable absence of such programme elements at the turn of the century. This impact is the result of GL pro-actively involving them as partners in gender and media research, training and policy development. Nevertheless, within their constituencies among the ranks of editors and journalists on the ground, strong resentment about the gender agenda continues to persist. It is never comfortable to share power.

The theoretical principle that freedom of expression means giving voice to all segments of society is generally accepted by media practitioners in the SADC region, except that a huge blind spot exists in terms of extending this right to women. "What is ironic in the case of gender is that the media uses freedom of expression, as well as the bottom line, to shut out debate on practises that stifle diversity and perpetuate stereotypes".<sup>1</sup> The Global Media Monitoring Project of 2005 shows that despite women constituting 52% of the region's population, they only constitute 19% of the news sources in the media. Women are least likely to be the subjects or focus of a news story, official spokespersons or experts and commentators. When they are portrayed, they are mainly stereotyped as entertainers, victims of violence, as caregivers and homemakers and as sex objects. Even when portrayed in their professional roles, women are still frequently identified according to their marital status. Men are stereotyped as well, but usually in roles that proclaim

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<sup>1</sup> Lowe Morna, C. 2005, Paper on 'Gender and Media in Southern Africa: Reflections on donor responses and approaches'.

their power, rather than diminish it as is the case with women. Worst of all is when women simply become invisible in media coverage.

Further gender problems exist between those who acknowledge and accept the authenticity of other genders, such as gays and lesbians, and those who do not. Among the gender NGO's in the region some, like Gender Links, include both men and women to develop gender equality, some only focus on the development of women (both feminist and non-feminist groups), and some only focus on gays and lesbians (and sub-sectors within these groups) and some may focus on all. These differences in target groups are underscored both by ideological differences and differences in strategy. GL specifically focuses on men and women "as the most appropriate long-term strategy for bringing about gender equality. By the time of the Beijing conference in 1995, most governments and donors had reached the conclusion that the Women in Development or WID approach - that is tagging on a few development projects for women - needed to be replaced by a Gender and Development or GAD approach that seeks to tackle the underlying structural causes of inequality; to empower women but also to change the attitudes of men".<sup>2</sup> Nevertheless, some tensions exist among the gender NGO's arising from these differences and the gender movement as a whole is not streamlined or united.

In South Africa, specifically, tensions exist between some NGO's in the Gender Justice sector and the South African government because they feel that the government has been shutting them out. The 10-year delay in the passage of the Sexual Offences Bill is ascribed to politicisation of the Bill and further accusations that an atmosphere of homophobia has entered government. The policy battles between government and some civil society groups around HIV and AIDS have also negatively affected relationships. In this climate of distrust some NGO's are keen to protect their independence from government and are hesitant and even cynical about forming partnerships with government.

The climate for advocacy in the promotion of gender equality in the SADC region was quite positive until recently, but some activists now sense that this climate is receding. In South Africa the recent trial of the Deputy President of the African National Congress (the ruling party) – in which he was accused and acquitted of rape – has led to a backlash against the quest for gender equality in general and the concept of a woman as president of the country in particular. The trial also had the effect of mobilising a sector of society who saw the trial as a challenge to the long-practised dominant sexual and governance rights of men over women (including violence against women and children).

In the rest of the SADC region it is not completely clear what is leading to the lowering of temperature in relation to the struggle for gender equality. Some speak of 'gender fatigue' and 'burn out' – that male politicians (who significantly outnumber women both in number and seniority) want to move on to other issues. Such reasons highlight how essential it is to continue mainstreaming gender in all aspects of governance and life overall, and in civil society in particular. Focusing on gender equality in and through the media is obviously a major strategy in bringing about gender transformation in a society. Few institutions beyond government have as much potential as the mass media in bringing about this transformation.

The democratic argument for gender equality is clear, as described by GL itself: "Democracy is about fair representation of all interest groups in society. The fact that women are not represented in proportion to their presence in the population is a violation of this principle"<sup>3</sup>.

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<sup>2</sup> Ibid

<sup>3</sup> Lowe Morna, C. 2004, 'You represent African women: Introduction' in *Ringling up the Changes*, GL, p.27.

## **2.2 Background and overview of the organisation**

Attached to this report is a narrative overview of the programmes and projects of GL as it unfolded year by year from 2001 – 2006 (see Annexure 1). The annexure is too lengthy for inclusion in the main body of the report. Instead we have included a table prepared by GL that reflects its key projects and project partners over the five-year period.

The annexure, however, will help readers become better acquainted with the multi-faceted work of GL. Annexure 1 also forms an important backdrop to Chapter 5 that provides an assessment of the coherence and design of the programmes of GL. However, some cogent points and trends arising from Annexure 1 are captured below Table 2 in summary form.

The current Director of GL, Ms. Colleen Lowe Morna, and a number of Board members established GL in 2001, using her home as its premises, working on a volunteer basis, and virtually without funds. It eventually rented office space, and recently in August 2005 purchased and renovated a house in Johannesburg for this purpose. Through astute financial planning (including the administratively painful but productive bureaucratic exercise of reclaiming VAT), GL will pay off the 20-year bond on the house within 5-6 years and in monthly amounts roughly equivalent to what it had previously been spending on rent. GL is now five years old, has grown considerably, and deemed this a suitable time for an in-depth evaluation of its mission, vision, governance, funding and programmes.

A significant entry point for GL into establishing linkages and partnerships with media institutions in the SADC region occurred when the NSJ Southern African Media Training Trust, the Institute for the Advancement of Journalism, the Zambia Institute for Mass Communication (ZAMCOM) and the Media Institute of Southern Africa (MISA) commissioned it in 2001 to conduct a “Media Training Needs Assessment for Southern Africa”. This research provided GL with strong links to media training institutions that continue to be key partners, and also assisted the establishment of SAMTRAN (the Southern African Media Trainers’ Network) of whom GL is a member and the GL Executive Director an executive committee member.

A number of other key events and projects has entrenched Gender Links among the ranks of the leading regional media NGO’s in Southern Africa and helped it to significantly expand its reach among national media and gender NGO’s, media houses and media practitioners. These include the Gender and Media Baseline Study it conducted with MISA in 2002/3, the Gender and Media Summit it convened with MISA in 2004, the establishment of the Southern African Gender Protocol Alliance in 2005 and its participation in the (Southern African) Media Action Plan for Gender and HIV and AIDS in 2005. Other major research, training and advocacy projects that also contributed significantly to its regional reach and reputation included its 2005/6 study of Gender and HIV and AIDS policies in 366 media houses across the region, its regional Gender, Media and Audience Study (GMAS) in 2005 and its Gender, Media and Elections training courses in 2004/5.

Table 2

## MAPPING OF KEY GL ACTIVITIES BY COUNTRY AND PARTNER 2001-2006

	Angola	Botswana	Lesotho	Malawi	Mauritius	Mozamb	Namibia	Seych	SA	Swaziland	Tanzania	Zambia	Zimbabwe
Network	Not registered	Not registered	GEMSA-L	GEMSA-M	MWO-GEMSA	GEMSA-Moz	GEMSA Namibia	GEM Plus	SAGEM	SMEGWA GEMSA	GEMSA Tanzania	GEMSA Zambia	GEMZi
<b>RESEARCH AND POLICY</b>													
GMBS-2002/03 (MISA/MMP)		Women's NGO Coalition	NUL	MIJ	MWO-GEMSA	UEM	PON	GEM Plus	MMP	IMC	TAMWA	ZAMWATCH	MMPZ
GMBS wkshops 2004/2005	MISA	MISA	MISA	MISA	MISA	MISA	MISA	MISA	MISA	MISA	MISA	MISA	MISA
GMAS 2004/05 (Training inst/students)	GEMSA A	UB	GEMSA L	MIJ	MWO-GEMSA	UEM	PON	GEM Plus	Universities: Wits, Rhodes, Stellenbosch	US	GEMSA T	GEMSA Z	GEMZi
Pilot projects gender policies 2004/05 (Media houses)					MBC				Kaya FM			Times of Zambia	
HIV AIDS and GENDER 2005/06 (SEAF/MMP)	Did not deliver	SAEF	MISA/GEMSA	Ind and GEMSA	MWO-GEMSA	UEM	GEMSA N	Not included	SAGEM and Ind	SMEGWA GEMSA	MISA/GEMSA T	GEMSA Z	Ind/
<b>TRAINING</b>													
<b>Beat training</b>													
Gender violence 2002/2003 (Training inst)	UNDP	Women's NGO Coalition	WLSA	MIJ	MWO-GEMSA	NSJ	PON	GEM Plus	NGOs in 9 provinces	IMC	TAMWA	ZAMWATCH	ZWRC, SARDC
HIV AIDS 2003/2004 (Training inst)		UB	WLSA				PON		NGOs and universities in 6 provinces	SMEGWA GEMSA		ZAMCOM	SAFAIDS
Gender, democracy and elections 2004/2005; newsrooms/ Women's Caucuses		Women's NGO Coalition	MISA	The Chronicle	MWO-GEMSA	Women's Caucus	PON		Women's Media Watch; GAP				

	Angola	Botswana	Lesotho	Malawi	Mauritius	Mozamb	Namibia	Seych	SA	Swaziland	Tanzania	Zambia	Zimbabwe
Business Unusual 2006 (In service training where this exists or GEMSA)			GEMSA L	MIJ	MWO-GEMSA			GEM Plus			GEMSA T	ZAMCOM	GEMZi
<b>Training of trainers</b>													
Gender in media training manual 2003 (Training institutions)		UB		MIJ		NSJ	PON		IAJ	US		ZAMCOM	
Gender HIV AIDS and the media		UB		Polytechnic	PILS	NSJ	PON			SMEGWA GEMSA		ZAMCOM	
Gender and images		Women's NGO coalition		Assn of photographers	MBC	Union of photogr.		GEM Plus			TAMWA	Evelyn Hone	SARDC
VRC		UB		MIJ	UM	UEM	PON		IAJ	US		ZAMCOM	
<b>Mainstreaming gender in media education</b>													
Pilot project							PON						
Replication		UB		MIJ		UEM			IAJ, Stellenbosch	US		ZAMCOM	
<b>GENDER JUSTICE</b>													
Getting smart 2003-2004									Various NGOs in nine provinces				
Regional workshop 2004			WLSA and country chapters										
Audit 2004	GEMSA A	GEMSA B	GEMSA L	GEMSA M	MWO-GEMSA	GEMSA Moz	GEMSA N	GEM PLUS	SAGEM	SMEGWA GEMSA	GEMSA T	GEMSA Z	GEMZi
IT for advocacy; cyber dialogues for 16 days 2005 (GEMSA)		GEMSA B	GEMSA L	GEMSA M	MWO GEMSA	GEMSA Moz	GEMSA N	GEM Plus	SAGEM- 18 districts		GEMSA T	GEMSA Z	GEMZi
National Action Plan									Gvt, UN agencies				
<b>GENDER AND GOVERNANCE</b>													
Ringing up			WLSA			Ind	Ind		Ind		TGNP		

	Angola	Botswana	Lesotho	Malawi	Mauritius	Mozamb	Namibia	Seych	SA	Swaziland	Tanzania	Zambia	Zimbabwe
the changes													
SADC 2005	GEMSA A	GEMSA B; SADC GU	GEMSA L	GEMSA M	MWO-GEMSA	GEMSA Moz	GEMSA N	GEM Plus	GAP, local gvt	SMEGWA GEMSA	GEMSA T	GEMSA Z; WLSA	GEMZI; SAFAIDS; ZWRN; WLWR; SARDC
Local gvt			WLSA		MWO-GEMSA		GEMSA N						
<b>MIRROR ON THE MEDIA</b>													
General					MWO-GEMSA				SAGEM	SMEGWA GEMSA			
Sixteen Days					MWO-GEMSA				SAGEM				
Radio Talk shows			GEMSA L	GEMSA M									GEMZI
<b>SUMMIT</b>													
2004 (MISA)		BOMWA	MAWA		MWO-GEMSA		PON	GEM Plus	Regional	SMEGWA		ZAMWATCH	
2005 (MISA and GEMSA)	GEMSA A	GEMSA B	GEMSA L	GEMSA M	MWO-GEMSA	GEMSA Moz	GEMSA N	GEM Plus	Regional	SMEGWA GEMSA	GEMSA T	GEMSA Z	GEMZI

### 2.3 Key trends and methodologies

A specific way of working (methodology) was established early on and refined progressively:

- a. Conduct research
- b. Produce well-presented training manuals and resource materials
- c. Launch and publicise these in as many countries of the region as possible
- d. Hold training courses for trainers in applying these resources
- e. Hold national training workshops for media and NGO practitioners to cascade the knowledge, and to apply this learning to media practise
- f. The formulation of National Action Plans to provide structure and focus for campaigns is another and more recent element of this very ordered method of working.

*This comprehensive methodology delivers substantial impact in terms of knowledge and awareness about gender and media issues in the SADC region, and concrete results in media practise, and is therefore a decided strength of GL.*

From 2003 GL also started using another important methodology – producing a print media supplement or newsletter – as an important feature in gender and media training, that is included in an established newspaper and distributed by existing media houses to their readers. (In South Africa in 2003 this also included the production of community radio programmes). Training is therefore not only imparted theoretically, but through practical implementation. This practise has been extended to production of newspapers during major international conferences in various countries.

This methodology – practical demonstration and practise of mainstreaming gender in the media – was further expanded into the GL Commentary and Opinion Service – a widely used service in which these articles are available for publication in the media. At the same time, it provides a voice for women, not only in normal news coverage, but also in the important area of editorial comment and opinion.

By the end of its second year of operation in 2002, GL had established GEM partnerships or networks in 6 Southern African countries (8 national networks by 2004), which brought together the early institutions and individuals that GL partnered with to mobilise work around gender and media issues at a national level. In 2004 these would be developed into the institutionally independent Gender and Media Network of Southern Africa (GEMSA), of which GL and MISA are core founding and leading members.

Another important methodology established mid-term in 2003/4 is *on-site newsroom training* for journalists, first in respect of mainstreaming gender into reporting and soon after in relation to Gender, Elections and Media training. It now aims, with other partners, to cascade this form of training massively into 80% of the 366 media houses in the region in terms of the Media Action Plan on HIV and AIDS and Gender. It is the first organisation that has systematically pioneered and tested this form of training, which is very cost effective, and offers the best chance of grassroots impact at the level of individual journalists, while also pro-actively engaging news executives. *It should be understood that it is a breakthrough in media practise to allow outside institutions to enter newsrooms and to conduct training inside them.*

Mainstreaming gender in media education and media training institutions also became a prominent focus in 2003/4 (the production and testing of resource materials having taken place in 2002). This project involves integrating gender into all key areas of the training curriculum, not only in standard report writing, but also in sub-editing, headlines and the use of photographs.

In 2003/4 GL began to expand its IT platform in significant ways beyond the normal web site and list serve features of many NGO's. It introduced its ongoing on-line Virtual Resource Centre (VRC) – a wide and ongoing collection of online case studies for use by trainers. It also established its 'Cyber Dialogues' – a facility for online conferencing to include the voices of offsite

participants during key conferences and events. The GL Commentary and Opinion Service, distributed by email but also available on its web site, was also established at this time. Online action alerts on gender violations in the media are also actively generated and distributed.

These observations underscore a comment from one interviewee who said: "Gender Links is not just about meetings and workshops. It is always about next steps and resources".

There is also a strong link between its focus on the **media** itself, and developing **networks** to support and strengthen the mainstreaming of gender in and through the media.

#### 2.4 The relevance of the Vision and Mission statements

The **vision** statement of GL says that:

"GL is committed to a Southern Africa in which women and men are able to realise their full potential and participate equally in all aspects of public and private life".
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The **vision** statement has remained unchanged and notably does not focus on gender and the media, but on a much broader vision of gender equality in society overall.

The **mission** statement has undergone changes and this progression is reflected in various documents. The 2003/4 Annual Report and the March 2005 'Policies and Regulations' manual of GL reflect a longer and updated version compared with the earlier and shorter version.

Gender Links supplied the Table below to provide its own comparative analysis of its earlier and updated mission statements. (The emphases are those of the evaluators).

Table 3

## COMPARATIVE ANALYSIS OF GL VISION AND MISSION

	ORIGINAL	UPDATED
<b>VISION</b>	GL is committed to a Southern Africa in which women and men are able to realise their full potential and participate equally in all aspects of public and private life.	
<b>PRIMARY PURPOSE</b>	GL's primary area of focus is the transformation of gender relations in and through the media by:	GL works to achieve this vision through promoting gender equality in and through the media <b>as well as in all areas of governance.</b>
<b>GOALS</b>	(Missing)	The organisation's specific goals are to:
<b>Gender, democracy and governance</b>		<b>Empower women, who have been socialised to occupy private spaces, to claim their voices as citizens, decision-makers, and in all aspects of public and private life. This objective recognises that it is not enough to focus on gender sensitisation of the media. Women must also be empowered to claim their space. GL thus places its specific focus on the media within the context of gender and governance more broadly</b>
<b>Gender equality in and through the media</b>		Promote equal representation and participation of women and men within the institutional structures of the media Promote equal voice and the fair portrayal of in the media.
<b>Media as a tool of social change</b>		Further the overall objective of gender equality through enlightened reporting on gender issues that challenges stereotypes and raises crucial debates. We work to achieve more diverse, informed and probing coverage of gender issues so that the media becomes a change agent in the rest of society.
<b>OBJECTIVES</b>		These goals are achieved by:
<b>Research</b>	Conducting research on gender disparities in the internal structures and editorial output of the media, as well as working with media institutions to develop corrective policies.	Conducting research on gender disparities in the media <b>and in the rest of society</b> , and working with <i>media regulatory authorities, media houses and related institutions</i> in developing corrective policies
<b>Training</b>	Developing gender training materials for the media, and assisting media training institutions in applying these.	Developing gender training materials and tools, and conducting training ( <i>including training of trainers</i> ) for the media <b>and for advocacy on gender, the media and governance more broadly</b>
<b>Write about rights</b>	Creating and sharing content that demonstrates how a gender perspective can be integrated into media coverage	Creating and disseminating content that demonstrates how a gender perspective can be integrated into media coverage and linking this to training
<b>IT</b>	Taking advantage of opportunities presented by information and communication technologies for advancing gender equality	<b>Taking advantage of opportunities presented by new information and communication technologies for advancing gender equality.</b>
<b>Strategic</b>	Strengthening the media and	<b>Strengthening the <i>gender analysis, media and</i></b>

	<b>ORIGINAL</b>	<b>UPDATED</b>
<b>communication skills</b>	communication skills of gender activists and women in decision-making.	<b><i>communication skills of gender activists and decision-makers (especially at local level) and applying these to gender justice campaigns that have a strong focus on achieving political impact through using the media.</i></b>
<b>Networks</b>	In all its work, GL strives to build strategic partnerships and networks and to serve as a catalyst for gender transformation by working through existing structures.	Helping to create and supporting gender and media networks which bring together activists, policy makers, trainers and practitioners and creating regular forums for the exchange of information and best practices
<b>Media literacy</b>		Fostering citizen participation in “watching the watchdog” through media literacy and consumer activism
<b>Mirror on the media</b>		Monitoring and evaluating change through benchmarking of baseline data, developing simple monitoring tools for use by networks, ongoing and specific feedback to appropriate institutions, especially media houses.
<b>Advisory services</b>	In addition GL leverages its skills and expertise by providing research and advisory services on gender and governance more broadly	

The updated mission statement more realistically mirrors the de facto programmes of activity in GL and provides a more coherent framework and rationale that connect the different programmes and activities. It also dovetails much better with its vision statement, which is notably not contained to gender equality in and through the media.

A comparison between the earlier and updated mission statements shows that GL has been reflecting on its emphasis on gender transformation in the media *versus* its emphasis on gender transformation in governance, and whether it should be expanding its role significantly into the area of Gender and Governance. It has obviously decided to do so. In the earlier mission statement, its work in relation to gender and media clearly takes prominence, but allows space for gender and governance work - whereas in the current mission statement, GL gives almost equal prominence to its media and governance work.

That this discussion has continued is further evidenced (albeit briefly) in the documentation of the Board meeting held in March 2006 when it discussed key strategic issues for the future (2007-2009). Key questions on p.38 include “[The] Balance between media and governance work, Who are we reaching in these areas? What has been the impact? What do we need to do more and less of?

Other signs of GL moving more prominently into the area of Gender and Governance include the Southern African Gender Protocol Alliance, in which GL and other partners are seeking to elevate the 1997 SADC Declaration on Gender and Development to the status of a Protocol. The international research of GL in relation to women and electoral systems is another. *GL has already emerged as an important analyst and commentator in the SADC region in relation to the voices and votes of women in elections.*

Another example where GL is prominently involved in an issue beyond the role of gender and the media, is the South African conference on a National Action Plan to End Violence Against

Women and Children, which took place in Benoni, South Africa, from 3-5 May 2006. The evaluators attended and observed two preparatory meetings of this conference and some sessions of the conference itself.

Despite having been part of the planning committee that helped to draft the programme, there was demonstrable unease in the ranks of South African gender and violence civil society organisations in regard to their relationship with government at the National Action Plan conference to End Violence Against Women and Children, but also in relation to the coordination role of GL. In the aftermath of the conference follow-up meetings have been held, one at the offices of GL, at which role allocation and tasks have been agreed in relation to implementation that involve both NGO's and government. These meetings have openly discussed the lack of cohesion, unity and tensions within the South African NGO sector since the demise of the Network on Violence Against Women, and the difficulty borne by an NGO (GL) that endeavours to organise collaborative work in the sector. (See fuller discussion in section 6 under Networks and Partnerships).

These issues are being flagged here because the lack of unity and cohesion, and the tensions within the Gender Justice sector must continue to be weighed and explored by GL when deciding on a possible extension of the mission of GL.

Historically Gender Governance and Gender Justice has always been part of the remit of the GL. *Nevertheless, careful research and analysis will need to be conducted by GL and strategies of consultation and the building of relationships will have to be undertaken in the development of an expanding mission in the area of Gender and Justice.*

Whether GL should position itself in the areas of Gender and Governance and Gender Justice more prominently is closely tied up with the issue of the continuing need for mainstreaming gender in the media, and the capacity of the existing networks and media partner organisations in the SADC region to take this work forward. Given that GEMSA has only been in existence for just under two years, and that it is still caught in the throes of developing and building its own institutional capacity, it would be too soon for GL over the next two years to shift its focus markedly from media to governance. But thereafter, and depending on the growth and capacity of GEMSA, it might become a feasible undertaking and offer exciting new possibilities for GL. As a member of GEMSA, GL could also continue at that stage to help provide focus and direction for GEMSA, but possibly in a more expert advisory role, rather than in a leading implementation role.

Nevertheless, it is not clear whether GL intends to change its main focus, or whether it wants to expand its capacity to also include Gender and Governance and Gender Justice as *major* focus areas. These are both possibilities. A third possibility is to link its media work more firmly within a broader governance framework. It needs to explore all these possibilities in terms of developing a new three-year Strategic Plan.

*The board of GL and the organisation overall should pro-actively focus on this issue as it develops its next three-year strategic plan.* GL will need time to plan and build its capacity to meet the challenge of any of these decisions. Gender Links should internally map existing Gender Justice and Governance organisations and their programmes, to carefully assess whether GL can feasibly extend into these areas and whether duplication of roles (and clashes) could arise with any existing institutions. GL will in any event over the next two years have to continue with its current Plan of Action in meeting the vital need for mainstreaming gender into the media.

*During this time, however, GL may also consider doing the following:*

- *Conduct an internal mapping of already existing Gender Justice and Gender and Governance NGO's and programmes in South Africa and in the SADC region, and debate whether it should enter either of or both these sectors more prominently and consider the networking and partnership strategies that this would require;*

- *Depending on the outcome of the above, significantly develop the capacity of GEMSA to meet the gender and media mainstreaming needs in the future (review and expand the current GL POA in this regard).*

*Funders and GL should note that additional sources of funding would be required in relation to the latter recommendation. The actual budget would depend on the design of the actual GL projects to provide significant capacity building of GEMSA. These options should also be considered in the context of comments in a later chapter that the staff of GL work in a pressured environment and the human resources capacity of GL should be considered in relation to an expanding or changing mission.*

*A separate and important discussion takes place elsewhere in this report in section 4.5.3 on the issue of project funding versus core cost funding in respect of GL. This discussion also informs the above recommendation.*

### 3. GOVERNANCE

#### 3.1 Governance structure: Composition, meetings and decision-making process

GL is a public company incorporated under Section 21 of the South African Companies Act. GL is also registered as a non-profit organisation under the Non Profit Organisations Act (Act 71 of 1997). Many NGO's in South Africa are registered under the same laws. Being registered as a (not for profit) company allows an NGO to conduct business and to enter into business relationships, but the profits of any such endeavours have to be reinvested back into the NGO and none of these proceeds go to any of the directors of the company. The directors of GL include all its Board members, as well as its (founding and current) Executive Director. She is therefore a full voting member of the Board.

The Board currently includes:

Ms. Thenjiwe Mtintso – South Africa's Ambassador to Cuba and former Chair of the Commission on Gender Equality (Chairperson, South Africa);

Dr. Athaliah Molokomme – the Attorney-General of Botswana and former head of the SADC Gender Unit (Deputy Chairperson, Chair of the Executive Committee, Botswana);

Ms. Pat Made - a former journalist and leading gender and media consultant and trainer (Executive Committee, Zimbabwe/USA);

Ms. Loga Virahsawmy - a well-known newspaper columnist and President of the Mauritius Media Watch Organisation (Executive Committee, Mauritius);

Ms. Colleen Lowe Morna - a journalist and editor of several years experience, former CEO of the Commonwealth Observer Mission to South Africa and former CEO of the South African Commission on Gender Equality (Executive Committee, Executive Director, Zimbabwe/South Africa);

Ms. Ferial Haffajee – Editor of the Mail & Guardian newspaper in South Africa and chairperson of the South African National Editors Forum (South Africa);

Dr. Muna Ndolo - a notable legal academic in African Affairs, Regional Integration and Elections (Zambia/USA); and

Ms. Ruth Ansah Ayisi - the coordinator of the Southern African Media Trainers Network (SAMTRAN), a former journalist and UNICEF consultant (Mozambique/UK/ Ghana).

Particularly the chair and deputy chair are strong individuals with the standing to instil respect and discipline.

The full Board meets annually and approves each two-year strategic plan of GL, as well as the annual work plan for the next year. GL conducts its fundraising on the basis of each two-year strategic plan. The full Board also approves its annual audited financial accounts. These meetings take place during March each year to dovetail with the financial year of GL (1 March – 28 February). The Board and all staff members are involved in strategic planning.

The Board appoints a 4-person Executive Committee that meets every three months and who oversees the work of GL on a day-to-day basis, reviews its *quarterly statements of account* and attends to any matters that arise between Board meetings. The Deputy Chairperson of GL, based in Botswana, currently chairs the Executive Committee. This is because the chairperson is based in Cuba in terms of her position as South Africa's Ambassador to Cuba. The other members of the Executive Committee are the Executive Director, Ms. Colleen Lowe Morna from South Africa, Ms. Patricia Made from Zimbabwe and Loga Virahsawmy from Mauritius.

The Articles of Association of GL provides that the directors of GL shall appoint an Executive Director (ED) from among their ranks. The Board can therefore (inversely) also remove the ED from her position, and the Articles of Association of the Companies Act further provide that any directors can be removed by a resolution adopted by a two-thirds majority of the Board of Directors. It is therefore clear that the Board can exercise proper oversight of the work of the ED. The Board is also in a position to dismiss any other directors of the Board.

One of the evaluators observed a part of the Board meeting that was held on 25-26 March, 2006. The agenda is illustrative of the kinds of issues that the Board deals with. This specific agenda included:

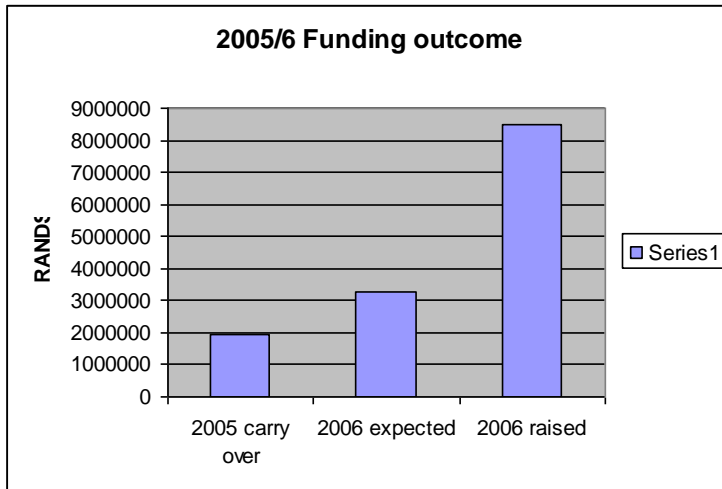
**Box 1: 2005 Board meeting agenda**

- Approval of the minutes of the previous Board meeting and discussion of the Executive Committee's 2005/6 report to the Board;
- An institutional report by the ED (covering the past financial year, the restructuring of GL in terms of staff movement and to provide a secretariat for GEMSA, the purchase of a house for new office space for GL, other staffing matters, IT, publications, monitoring and evaluation and future challenges);
- A review of the overall Programme of GL and strategic considerations for the next two-year programme (2007-2009), including detailed reports by each staff member on their areas of work and Board members commenting on areas in which they were involved;
- Networks and their relationship to GL including a Memorandum of Understanding between GL and GEMSA to govern their relationship (GL is the host secretariat of GEMSA) and discussion of SAGEM (the South African branch of GEMSA), which is also coordinated by GL.
- The audited financial statements for 2005/6, a review of the financial position for 2006/7 and future fundraising, including efforts to raise core cost funding;
- Operational matters, including consideration of a draft in-house Gender and HIV and AIDS policy and any amendments to operational Policies and Regulations adopted the previous year;
- An evaluation of the ED based on inputs by Board and staff members coordinated by the Secretary of the Board and in relation to the ED's Performance Agreement; and
- A review of the Articles of Association of GL and amendments made the previous year.

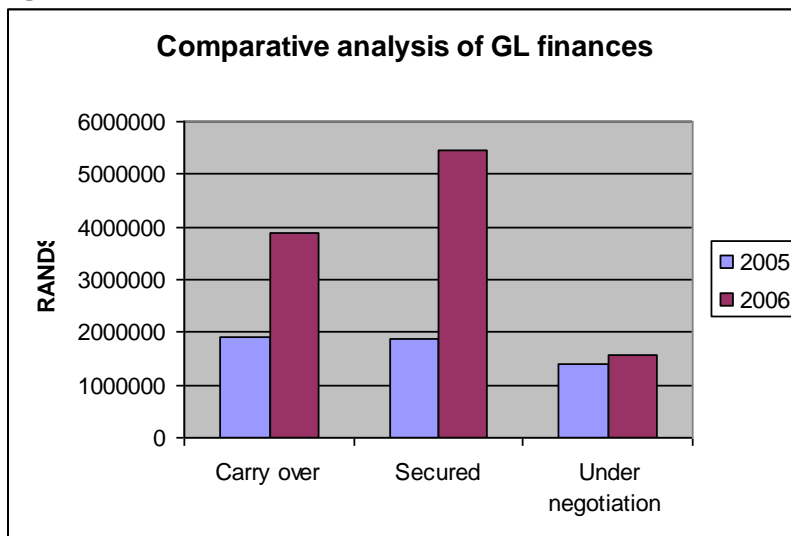
The Board documentation was very rich in detail, containing an abundance of quantitative monitoring indicators in relation to many projects and programmes over the past financial year. A fuller description of the board papers and the annual monitoring indicators are appended as Annexure 2.

### 3.2 Financial indicators

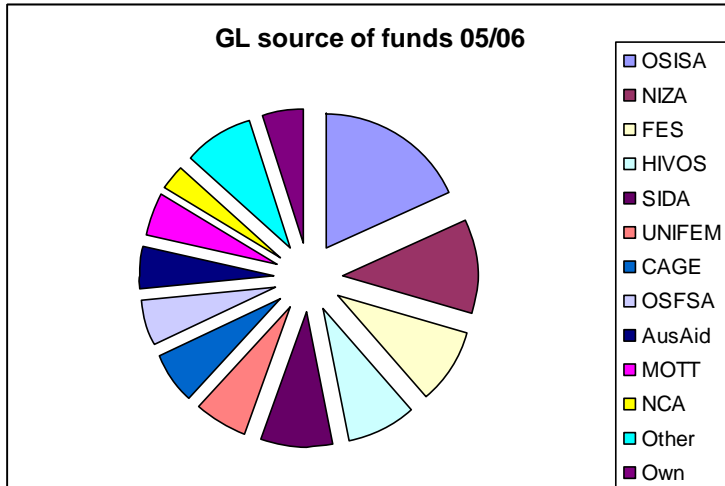
**Figure 1**



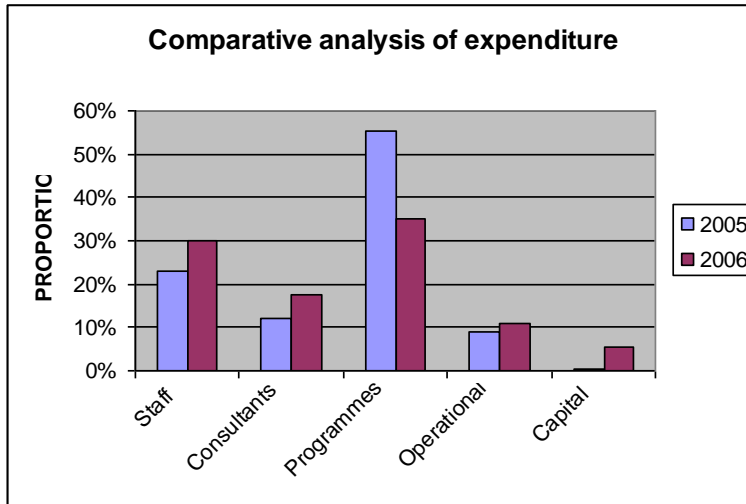
**Figure 2**



**Figure three**



**Figure 4**



Salient points include:

- The income statement for GL for 2005/6 reflects income of R8 758 668 and expenditure of R6 081 200.
- Financial highlights of GL include that GL had carried over just less than R2 000 000 from 2004/5 and had raised another R8 500 000 during 2005/6. It would be carrying over R3 879 000 from 2005/6, had secured another R5 466 000 for 2006/7 and was currently negotiating for another R1 580 000 for 2006/7. The overall funds available for 2006/7 (R10 925 000) were therefore expected to be almost the same as for 2005/6.
- In 2005/6 funding was raised from no less than 24 funding sources.
- Significantly, other income was derived from interest received (R139 097), but particularly from reclaiming value added tax (R188 927). Small amounts were also raised from renting of conference facilities (a seminar space in the house of GL), the sale of publications, membership fees and disposal of assets.

- For 2006/7 the projection is that staff costs will amount to about 30% (compared to 24% in the previous year), consultants to about 18% (compared to 12% the previous year), programmes to about 35% (compared to 55% the previous year), operational costs to about 12% (compared to 9% the previous year) and capital costs to about 5% (compared to 0.29% the previous year). It should be noted that GL had decided to cut back its programme of action for the coming year from 26 projects to 16 - a wise decision considering the huge volume of work in 2005/6 and the resulting pressure on staff.
- The Board papers contain a detailed schedule of all funding agreements containing the names of the funding organisations, the relevant contact person with telephone numbers, the name of the project, the overall amount of funding granted for that year, the tranches in which it was received, the dates on which reports were furnished to funders (and the corresponding report numbers in the administrative files of GL) as well the numbers of the relevant accounts in the administrative system of GL. *The level of financial transparency is very high and this system of reporting means that any board member can at any time check any details of funding provided.*
- A chart indicating repayment of the GL house over 20 years (as required by the bond) compared to repayment of the house over 6 years (which GL is attempting to do). It would result in a significant saving of R662 389. It is particularly for this purpose that funds generated from the reclaiming of VAT payments and interest is used.
- A table reflecting all the monthly salaries of staff is also provided, correlated with the donor agencies against which these costs are drawn.
- A copy of the Deed of Trust of the 'Amalungelo Trust' – a trust recently established by GL, GEMSA and 3 South African gender NGO's - the Tshwaranang Legal Advocacy Centre, the Nisaa Institute for Women's Development and the Sexual Harassment Education Project. The main object of the Trust is to assist these NGO's "by entering into investments, including but not limited to the acquisition of shares in empowerment transactions, in terms of which the proceeds shall be used to conduct the work of the participating organisations". This grouping of NGO's intend entering into Black Economic Empowerment (BEE) shareholding deals with other groups and businesses in the establishment of private sector companies. Specific legislation exists in South Africa for the establishment and operations of BEE companies – mainly to facilitate the entry of black South Africans, and other historically marginalised groups, into commerce and business – without initial share capital. Such companies have to demonstrate the broad based social benefits of such transactions, and several NGOs have formed consortiums to enable them to be included in empowerment deals. The GL Board believes strongly that gender NGOs need to position themselves to benefit and initiated this move. There is no risk attached for GL, since they do not have to invest funds into any companies. This is a financial sustainability mechanism for the future and well worth the effort. Although some BEE companies have failed, others have succeeded, and since there is no financial risk attached, also a safe endeavour.

### **3.3 HIV and AIDS Policy**

The Board agenda included the draft GL HIV and AIDS Policy that was commissioned by the Board in 2005 and adopted at this meeting. One important purpose of the policy "is to ensure that there is consistency between its workplace practises, and the message it communicates through its training, advocacy and publications". *GL was criticised during this evaluation by some partners for not having this policy in place before it embarked on the MAP research into Gender and HIV and AIDS policies in media houses across the SADC region in 2005.*

### **3.4 Effectiveness of the governance structure**

It can be concluded from the information above that the governance structure of GL is of a very high standard and very efficient. The Board members, some of whom occupy important public positions, take their role very seriously. As one of them stated in an interview: "We do not want to see our names in the newspapers because of poor governance issues". The staff of GL views the Board with high regard, particularly crediting them as "strong and knowledgeable". At the March 2006 Board meeting attended by one evaluator, the evaluator was particularly impressed by the deep and thorough knowledge of the chairperson about GL's programmes and work, and the

astute guidance she provided. Other board members comment on the strength of character of both the Deputy Chairperson and the Chairperson and that these are important qualities in terms of the effective oversight role of the Board in relation to the ED. It is also clear that the ED has a very high regard for her fellow Board members.

A suggestion made by one Board member was that *Executive Committee and/or Board meetings could be linked to workshops or conferences in the region*, and take place immediately after them where possible, instead of being held separately. This could link Board members more often to substantive programme activity. Board meetings have been linked to regional workshops being run by GL in Johannesburg. Core funding for board meetings (provided by HiVOS) is constrained and GL uses teleconferencing for Executive Committee meetings.

An issue of concern is the extraordinary but draining and time-consuming effort of engaging with more than two-dozen donors (the latter is a strength – but from a broader sustainability perspective a significant obstacle to GL).

*Overall however, GL is very effectively governed in terms of Board oversight over financial affairs, staff appraisal and development matters, programme implementation and development and strategic planning.*

## 4. INSTITUTIONAL DEVELOPMENT

### 4.1 Overview of Internal and External perceptions of Institutional Identity

The institutional identity of GL is in fact its image. Perceptions of institutional identity, either internal or external, are grouped around elements like the GL logo, its mission and vision, objectives and values, style of working and work done that is unique to GL.

The GL logo is a symbol of a female and male that is in the process of being linked together, emphasising the GL vision of being committed to a Southern Africa in which women and men are able to realise their full potential and participate equally in all aspects of public and private life. One looks forward to a time when the two genders work together and the gap in the logo is closed. (The logo has at least in two incidents been misconstrued as indicating a dating agency).

This evaluation examined and assessed GL in an historical context, demonstrating its development as an NGO from its inception in 2001 to 2006. It is worth noting that as a new and evolving NGO, GL could only access resources through project funding in order to continue existing. A direct consequence is that it has always been under pressure to produce results within limited project time frames. However, through the skill and tenacity of the staff GL has managed to weave the different project threads into a unique tapestry of coherent programme design. The diverse nature of project funding could as easily have worked against it. The ability of the Board and the ED in setting clear policies and specific measurable, achievable and realistic objectives, within specific time frames, and the ability of staff to interpret and implement these, has resulted in GL being an intelligent high achiever and performer, and being recognised as such.

At the same time the resulting speed and pressure of project delivery would also be cascaded into networks and partner relationships, impinging on their work schedules and other core objectives, and this of necessity will produce strained relationships. It should be stressed that partners in such projects enter in such arrangements voluntarily and should be willing to say when they are not able or willing to join in partnership arrangements

The design and implementation of all the programmes and projects of GL testify to the credibility and reputation of its work. In all these activities GL is engaging with a wide spectrum of stakeholders to advocate for and demonstrate the mainstreaming of gender in and through the media.

The work of GL is described as being “alive”. It has feet that runs after its stakeholders through mobilisation of different activities; it has hands that pull people together through partnerships and networks, it has eyes that observe the gender disparities in and through the media; it has ears that listen to the people when conducting research; it has a mouth which speaks through E-Talk, workshops, the GL Opinion and Commentary Service and the Cyber Dialogues and it has a mind of its own as reflected in its vision and mission statement. To quote a GL staff member: “[Previously] Gender and media in Southern Africa was not driven – this is the first time [that someone] has come in to take this space which was not utilised. No one was working on gender and the media. GL was creative enough to occupy the space, thereby creating a niche”.

International perceptions (see 5.3.1) are of a flexible, innovative organisation that has fast established itself as a global leader in the gender and media field.

External and internal perceptions agree that GL is an NGO that is led by an exceptionally competent Board and ED and that produce work of a very high standard using participatory methods. The leadership is, however, at times seen as ‘pushy’. In the highly contested gender terrain, what may be construed by some as “pushy” may be a case of being assertive and a necessary precondition for making headway in this difficult area of work. Measured assertiveness is a requirement for driving the agenda of transforming gender relationships in and through the media, but it also sometimes requires subtlety and diplomacy.

Some networks, while acknowledging GL's networking skills and ability to bring diverse groups together see GL as placing too much strain on networks and partners. Comments received in this regard include: "They are perceived as overwhelming – they push so hard they lose people" and "Networks don't always only feel strengthened by GL – some feel usurped".

The internal perception of GL is that of an organisation that plays a catalytic role in the sub-sector of gender and media and of an efficient and effective entity that has managed to carve a niche through hard work. The staff of GL are generally very proud of working for the NGO. Staff and board comments about the strengths of GL include: "Strong and continuous partnerships, a dedicated and hard working team" and that "GL gets the job done. Is there jealousy and resentment because GL has a good track record of delivery?" In relation to some criticisms of GL they also perceptively observe: "There are partners who let us down, who don't participate and then complain".

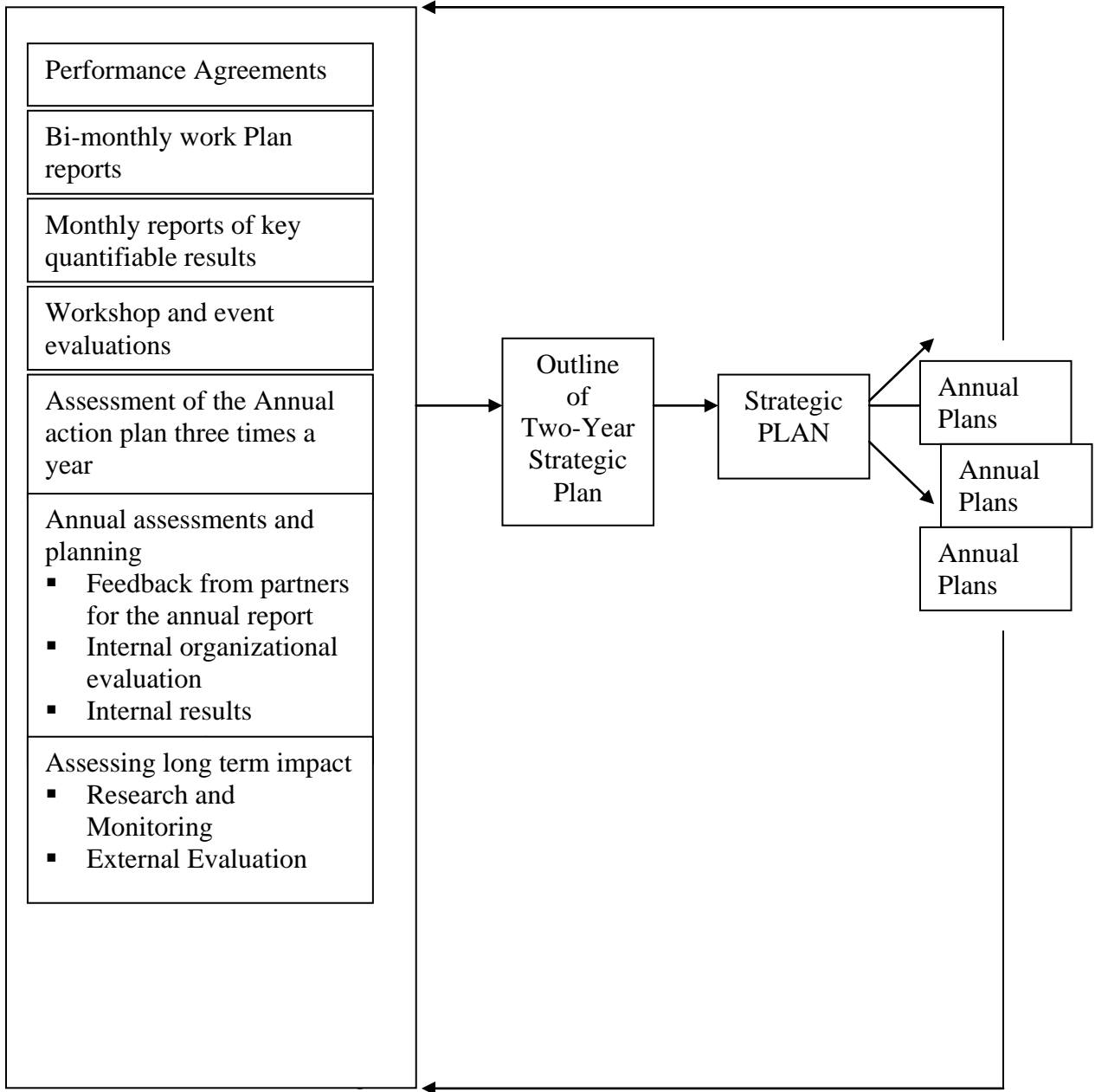
GL needs to guard against shielding itself from legitimate criticism by instinctively reverting to defences that criticism from partners is only motivated by jealousy or as a shield to disguise their own weaknesses. As GL interacts with its stakeholders, it should be borne in mind that they may see things differently to GL. The work of GL shows a massive track record of quality delivery, but it also needs to pay attention to its communication and relationships with partners. This issue is explored in greater depth in section 6 on networks and partners.

#### **4.2 Planning, Monitoring and Evaluation**

The programme of GL is based on detailed planning that takes place within the organisation, taking into account realities of the work at hand, evaluations conducted by donors and inputs by partners.

GL develops a strategic plan every two years. On a micro level strategic planning is a process that already begins with staff assessing their work at an individual and team level three times a year (trimester meetings). These processes feed into quarterly meetings of the Executive Committee and the annual meeting of the Board. After taking into account all relevant information, the EC draws up an outline of the annual Programme of Action, which is discussed by a joint meeting of staff and the Board, and a two-year Strategic Plan every second year. The Board formally adopts the final draft of the strategic plan that also forms the basis for the 2-year fundraising plan of GL. Each strategic plan is also developed into more detailed annual plans (annual Programme of Action).

Figure 5: Results Assessments → Strategic Planning



The 2006/7 Action Plan, emanating from the staff retreat in June 2006, contains a diagram providing a conceptual framework for the POA (see section 5) focusing on institutions of the state, civil society and the private sector and the linkages between them, that collectively constitute the broader context for Gender, Democracy and Governance. GL locates its programme areas in this overall framework to ensure that it holistically captures media shapers, media producers and media consumers. This is followed by a table that summarises all the projects under each programme area, the time frames for implementation, the output and income indicators, the funding secured and under negotiation and the name of the donor funding each project. The action plan is very clear as to what needs to be done, when and to what standard. It is easy to see from these plans how and why GL achieve its objectives so successfully.

The assessment system is results oriented and appears to use the concept of management by objectives. The individual staff member is clear about what objectives they need to achieve in a certain time frame. The achievement of these objectives is monitored and assessed through performance agreements, bi-monthly work plan reports and monthly reports of key quantifiable results. Workshop and event evaluations are used to refine project processes. Assessments of the annual action plan three times a year, other annual assessments and planning tools and long-term impact assessments all feed into the production of the outline of the two-year Strategic Plan, which is later considered and approved by the Board. It is this biennial Strategic Plan that is used to come up with yearly Action Plans. The Yearly Action plans feed into assessment activities, which in turn (again) feed into the two-year Strategic Plan.

#### 4.2.1 The Key Assessment Tools

According to the ED<sup>4</sup>, GL conducts results assessment, monitoring and evaluation of its work. Results assessments are done in a number of ways that are meant to ensure that:

- The organisation is clear about its role in implementing the Action Plan and delivers on its commitments
- Feedback is solicited from partners
- The reporting needs of donors strengthen institutional practice
- Information gathered leads to improvements being made on a continuous basis.

**Performance agreements:** Remuneration-linked performance agreements are drawn up with each staff member based on the Action Plan. These make it clear which aspects of the Action Plan the staff member is responsible for implementing. Each area of work is assigned a score and weighted according to its importance. Five percent of the score is for bi-monthly reports to the Executive Director and ten percent is a “stretch indicator” for new ideas, innovation or contributions made over and above the agreement. Performance is assessed three times a year by a supervisor and/or the Executive Director. GL also uses a 360° assessment form that is used by staff to evaluate each other on work, ethos and habits, problem solving, interpersonal/team skills, public profile and self-improvement (bearing in mind the stretch indicator). A score of 90% and over qualifies a staff member for a full bonus (one month’s additional salary) at the end of each year and 80-90 percent results in a half bonus. Scores below this level indicate that red lights are flashing. GL therefore requires an exceptionally high standard of work from its staff – far above what would even be practised in the commercially driven private sector.

**Bi-monthly work plan reports:** The performance agreement cascades into a bi-monthly reporting framework that enables each member of staff to track their own progress as well as report on plans for the upcoming fortnight. The report is submitted to and commented on every alternate week by the Executive Director. In the weeks in between GL holds its fortnightly staff meeting at which progress is assessed and qualitatively discussed as a team.

**Monthly reports of key quantifiable results:** In addition to the above, staff are required to submit monthly reports on key quantifiable outputs of GL work so that these can be tracked on a regular basis. These include monthly reports on website usage and statistics, GEMSA

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<sup>4</sup> Results Assessment of work done in Networks and Coalitions: Case Study of Gender Links, 2005

membership, output, usage and writer profiles for the GL Opinion and Commentary Service, sales of publications, monthly financial statements per each donor and media interviews with GL.

**Workshop and event evaluations:** GL obtains feedback from participants at every workshop or event conducted in the form of short questionnaires. This is summarised and included in every workshop report. These inputs are used to fine tune ongoing processes, for example where a series of training is taking place. Evaluations of this kind have, for example, been critical in encouraging GL to undertake in-house newsroom training (as opposed to off-site training of journalists).

**Assessments of the annual Action Plan three times a year:** Three times a year, following the individual performance assessments, GL holds a one or two-day staff retreat (that includes the office driver) to review progress in implementing the annual Action plan; and to fine tune plans for the upcoming period. They also address staff issues like capacity building and IT skills. A SWOT analysis is one of the tools they use to reflect on the strengths, weaknesses, opportunities and threats to GL. It is at these meetings that, where necessary, detailed project adjustments are made. For example, GL had originally planned on producing a daily newspaper for the MDG summit. When funds for this did not materialise, they instead formed a partnership with the World Bank to conduct Cyber Dialogues (video conferencing) that enabled external participants to add their voices from their home base, and to involve more partners. This linked the World Bank's SADC 2005 campaign with the broader quest to make gender more visible in the MDG process.

#### 4.2.2 Annual assessments and planning

**Feedback from partners for the annual report:** GL sends out a questionnaire to partners and solicits feedback that is incorporated into every Annual Report (see latest Annual Report). This simple questionnaire asks partners what GL has done well, what has not been done well, and what GL could do better. GL is aware that this is an insufficient tool for measuring the views of partners. For this reason anonymous evaluations are conducted after workshops and this external evaluation was commissioned to independently assess partner and networking relationships and many other issues.

**Internal organisational evaluation:** GL staff and board members conduct an internal SWOT (strength, weaknesses, opportunities and threats) evaluation at the Annual Planning and or bi-annual Strategic Planning Board meeting. This is an important input into the planning process.

**Internal results assessment:** GL conducts an overall annual results assessment of its Action Plan based on original targets and whether these have been met both in output and outcome terms, and what next steps should follow from these (see latest Annual Report).

**Long-term impact assessment:** To assess long-term impact longitudinal research and monitoring are used, as, for instance, in the GMBS, which established baseline data on women representation and the portrayal of women and men in the media. It will be repeated in 2008 (5 years later) to assess whether the lobbying, advocacy, research and training have made a difference.

**Mirror on the Media:** One of GL's eight programme areas is called Media Watch, which includes a project called "Mirror on the Media". In this project in country monitoring of the media is conducted on various theme areas such as gender and election coverage, the Sixteen days of Activism campaigns and radio talk shows as another means of assessing and tracking progress. This monitoring is mainly qualitative, and GL is trying to develop simple monitoring tools that can be applied by partners in these countries to also obtain quantitative data in relation to individual training or campaigning projects. GL also played an active role in the 2005 Global Media Monitoring Project that has provided invaluable data to benchmark progress since the GMBS.

**External Evaluation:** To date external evaluations have been conducted by donors in relation to the programmes or projects they support. GL encourages these donors to look beyond the areas they support, and to comment on the organisation and its work more broadly. In 2005, however, GL adopted a policy to conduct an in-depth external evaluation of the organisation every 5 years, beginning with this one in 2006.

The above process is thorough and results oriented. It has an in-built mechanism of dealing with non-performance and addressing negative aspects, before it is too late. Every activity is planned and the unexpected is examined and added to on-going work or discarded as warranted.

While the GL assessment and planning model is thorough and geared for delivery, it can lead to stress, particularly during the early days when a new staff member who is not accustomed to such a rigorous work ethic is settling in and during active campaigning periods like the Sixteen Days of Activism or launches of programmes and publications. Some people cope better than others with a lot of pressure. Staff welfare is therefore of vital importance. There is need for a Deputy Director who can put time aside to deal with staff matters. But once a staff member has accepted that people at GL have to deliver in a certain way and particularly in terms of quality products, they begin to enjoy their work, and as confirmed in interviews, even feel proud to work for GL. They know that a good work ethic prepares them for professionalism, which places them in a better position to be considered for higher job positions in GL or elsewhere.

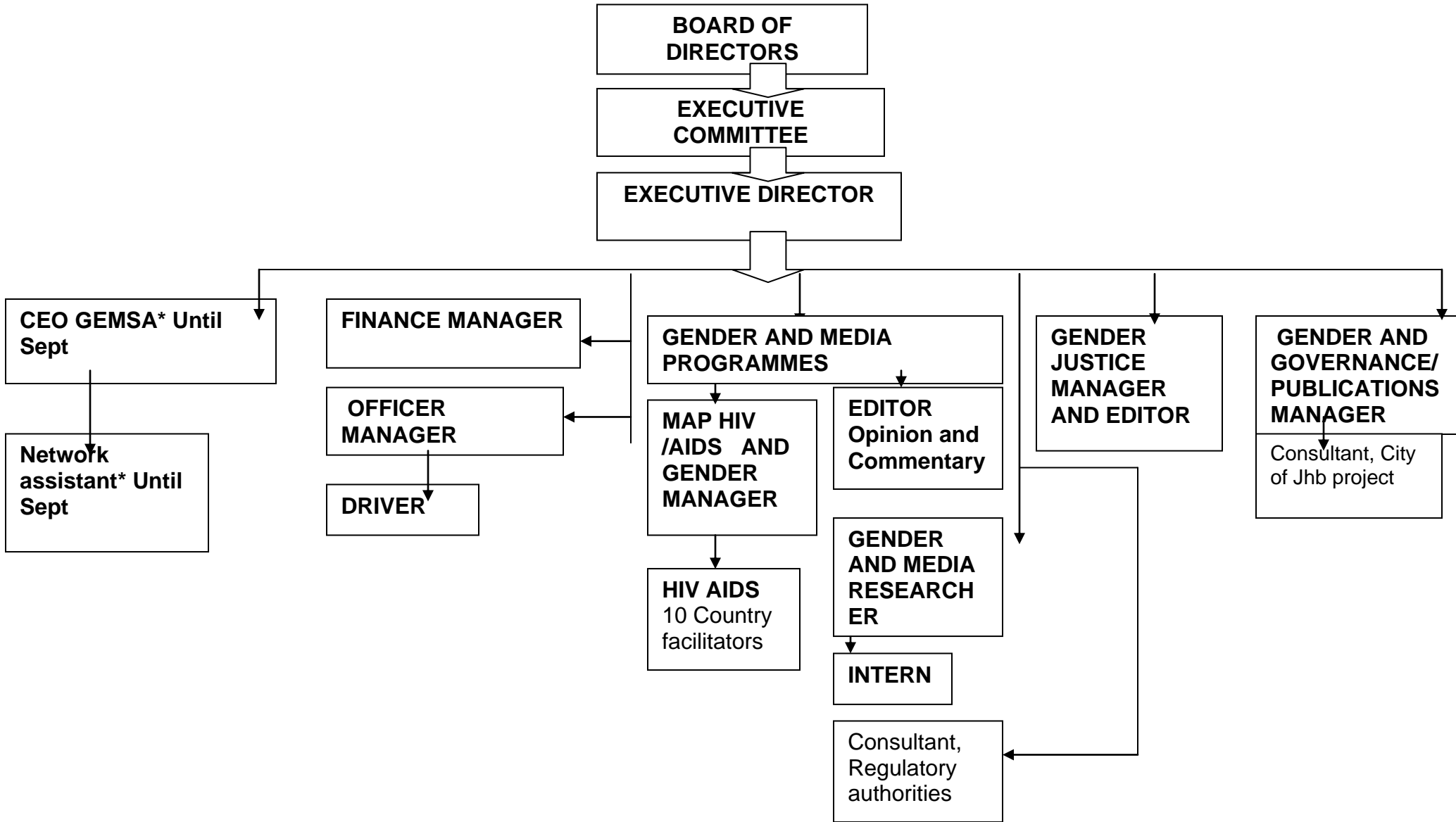
*Few NGO's include so many continuous internal monitoring and reporting systems as those described above. A particular strength of GL is that it has included (on a donor's recommendation) both (quantitative) outputs and (qualitative) outcomes in its strategic planning framework. Conducting an intensive external 5-year evaluation of the organisation is a very good policy addition. Communicating the GL Assessment and Planning Model to other partners should be considered by GL as a form of capacity building, for example at partner and network meetings that could include sessions where a number of partners share 'best practise' models and ideas.*

#### **4.3 Human Resources**

##### **4.3.1 Reporting structure**

GL employs 10 full-time members of staff at present and 2 short-term bi-weekly consultants (and 12 full-time members of staff when the two GEMSA staff are counted in).

FIGURE 6: GENDER LINKS ORGANISATIONAL CHART



The staff reporting structure of GL is as follows:

- The ED is the direct supervisor of the Finance Manager, the Programme Manager for MAP HIV/AIDS and Gender, the Programme Manager of Gender and Governance (who is also the administrative Publications Manager), the Gender Justice Manager and Editor, the Gender and Media researcher and the Editor of the GL Opinion and Commentary Service.
- The Office Manager is the supervisor of the Driver (who also functions as an Office Assistant).
- The HIV and AIDS Programme Manager coordinates the 10 HIV and AIDS country facilitators (who work on part-time consultancy contracts).
- A full-time intern also works for GL (GL has been using individual interns since 2002).
- There are currently two consultants contracted on a short-term basis in the governance as well as gender and media research sector.

Since GL has been funding the staff of GEMSA and the ED is also the current Chair of GEMSA, the ED has also been supervising the GEMSA CEO on a day-to-day basis although she also reports monthly and quarterly to the GEMSA Executive Committee. Starting in July 2006, the GEMSA Executive Committee conducted the half yearly evaluation of the GEMSA CEO's performance. After September 2006 - the deadline that the GEMSA CEO has been given to raise its own staff and other costs - the GEMSA CEO will be wholly supervised and evaluated by the GEMSA Executive Committee. The GEMSA CEO is the supervisor of the GEMSA Network Assistant, who works three mornings a week. They work directly with the GEMSA country representatives and branches.

Taking into account the fact that GL is a catalytic organisation - similar to what education is to development - it does not need to have a big complement of staff in order to deliver. However, the staff structure needs to be well matched to tasks. Overall, the staff complement of GL carries a heavy load. At least three posts need special consideration: the Executive Director, the Deputy Director and the Office Manager.

#### **4.3.2 Management**

The Executive Director (ED) is the driver of the GL 'heavy-duty engine'. The ED needs to be relieved of certain responsibilities like staff matters and the day-to-day running of the office. The creation of a separate post and the appointment of a sufficiently qualified and experienced Deputy Director to assist the ED is therefore prudent. It should be noted that partly because of the project nature of GL's funding and also her own expertise in the field, the GL ED is directly involved in executing a lot of the substantive work like training, editing, researching and writing articles and publications. Her salary is funded from a wide array of individual projects, which she is obliged to implement. Many directors in NGO's are supervisors and are not so directly involved in technical and professional work. The GL ED is also a hands-on person and therefore does more work than many other ED's in comparable NGO's. It can be argued that an ED should be less involved in the substantive implementation of projects and restrict themselves to managing and directing the affairs of the NGO. The ED, however, is the founder member of GL and carries the vision of GL. GL is still breaking new ground and in a lot of cases the ED is the most knowledgeable person and therefore has to show the way. At the same time the ED directly supervises 6 other members of staff and takes care of fundraising, accounting to donors, managing the financial affairs of the organisation and leading strategic planning. Clearly part of the solution is for the ED's salary to be supported through core funding, because she will then be able to withdraw from direct implementation of certain projects, and these could be delegated to a Deputy Director.

A repeatedly expressed concern is what would happen to GL in case the ED may suddenly be unable to lead the organisation. The concern is expressed in the following way: "What will happen if the ED is suddenly run over by a bus?" This is an issue of sustainability in relation to staff capacity building at a senior level. In the view of some members of the Board, a Board member would be able in the short-term to take over this role if necessary. The Board had also been

looking into the pro-active capacity building of the former Editor and Assistant Director in this regard (who, however, resigned her job to pursue studies). The former Deputy Director is now the CEO of GEMSA. Currently there is no Deputy Director in GL. Issues of managerial role division could also be considered in relation to this post – to make it more attractive and functional. For instance, a Deputy Director need not only perform the functions and role of a programme officer and a stand-by in case of future need, but could be delegated specific areas of management responsibility to relieve and share the load carried by the ED. Examples are staff management and human resources, or network management, or fundraising support – such roles would be determined by in-house needs. A choice of DD is also dependent on the existing qualities of an ED, where a board may see the need to supplement these qualities or specific areas of expertise.

#### **4.3.3 Staff**

The Office Administrator appears overburdened with work. Managing a busy office like that of GL involves a variety of tasks including ordering office consumables, supporting all project officers/managers and the Executive Director, supervising the driver, updating the database, supporting workshop and meeting logistics across 13 countries plus writing reports as part of the assessment and planning process. In addition, she is also the telephone and visitor receptionist – and the phone never stops ringing. This is a tall order. *There is need to have an Office Manager and an Administrator to share the work.*

GL employs a male Finance Manager and a male driver. However, the absence of male *programme* staff is perceived externally by interviewees as a weakness of GL, and as a contradiction of its mission to promote equality between men and women. GL has in the past employed men in such posts, and one left to pursue a better paying job. GL notes it is inevitable that its work will attract more women candidates, but is conscious of the need to improve the gender balance both at staff and Board level.

#### **4.3.4 Consultants and partner organisations**

Consultants and partner organisations contracted to undertake work are a key component of the human resources in GL. It would not be able to implement its vast workload through its full-time staff only. On average some 40% of its human resource budget goes towards paying partners, associates and consultants in all the SADC countries. Since 2002 GL has employed the services of 114 such individuals. In the current financial year, 10 MAP (HIV and AIDS) country consultants are being contracted to work 60 days each. The cost of these and ad hoc consultants in other projects amount to the equivalent of at least six additional members of staff.

Outsourcing in this way has a number of benefits: high level skills can be sourced as and when needed – skills that are not necessarily present in full-time staff members; it is cost effective because specialised skills are only paid for as and when they are needed; GL's benefits from local expertise and builds capacity in-country by using consultants from across the region; overheads are greatly reduced as GL does not shoulder the cost of setting up offices outside of Johannesburg to employ regional staff and GL's generates good will for its work across the region.

GL has never asked any partner or individual to work for free. It believes this is one reason why it generally enjoys a high level of cooperation with many partners and networks. It is important to underscore that such an extensive system of outsourcing would not be possible without strong management and financial systems. In the 114 contracts issued over the period less than 5% have incurred problems, and in such instances the staggering of payments has meant that no money has been lost. GL operates on a strict policy of not paying for work unless Terms of Reference have been met.

Using consultants and partners does not only serve GL but other organisations as well. It frequently receives requests for names and references of persons in the region who can undertake consultancy work. At the same times it builds capacity in the individuals used that significantly contribute to their employment prospects in the region. A comment from the recent

MAP capacity building workshop evaluations is instructive: "I now know what it means to be a consultant!"

#### **4.3.5 Recruitment and Selection Procedures**

Gender links is an equal opportunity employer who complies with the strict provisions of the South African Employment Equity Act and Labour Relations Act in its recruitment and selection of staff. GL says it is committed to fair recruitment and selection practice on the grounds of race, gender, sex, pregnancy, marital status, family responsibility, ethnic or social origin, colour, sexual orientation, age, disability, religion, conscience, belief, political opinion, culture, language and birth.

In relation to advertisements, the Job Description and specifications are accurately reflected while the advert also contains an indication of the range of the salary offer as well as informing applicants that if they have not heard from GL by a certain date, their applications were unsuccessful. The GL logo appears on every advert together with a statement informing the public that GL is committed to employment equity. GL makes sure that no form of unfair discrimination is evident in the wording of the advert.

Family of existing staff or Board Members are free to apply for jobs in GL. However, as a matter of policy, they have to apply and compete for jobs in the same way as other applicants, and may not be employed in any position in which such appointment could result in a conflict of interest. No relatives of existing staff or Board members, however, currently work in GL.

Selection panels are constituted by the Executive Director who ensures that these are balanced in terms of race and gender. Panels for senior positions include at least one external panellist.

Selection procedures include suitable selection criteria in relation to job specifications and taking into account affirmative action procedures, pre-screening of candidates CV's, conducting a preliminary phone interview and written exercise for out of town interviews to confirm their suitability and willingness to relocate, payment of travel costs for short-listed candidates to be interviewed from outside of the Gauteng province, distribution of CV's in advance to panellists, administering a written test or requesting samples of work, drawing up of a scoring sheet, averaging of scores that is used as a guide for selection (but qualitative evaluation of candidates weigh as seriously as scoring sheets), making decisions about candidates by consensus, conducting a reference check which is also given to the panel, recording the interview in the form of minutes, advising the candidates about the results of the interviews and re-advertising the post if no suitable candidate is found. The ED and/or Board may head hunt for a position, after an application and interview process has failed to produce a suitable candidate.

A letter of appointment is prepared and signed by the ED and acceptance of an appointment includes acceptance to abide by the GL policies and regulations of March 2005. The staff is placed on one to three months probation (six months in the case of the Executive Director). During this period, the staff are assessed according to the GL Performance Management Policy. New staff are also given counselling and training to ensure satisfactory performance. When the probationary period is satisfactorily completed, a letter of confirmation is handed to the staff member. If not, a letter also informs the staff member that they have not completed the probation period satisfactorily and the reasons why.

#### **4.3.6 Capacity building and personal growth**

GL is mindful of the fact that their staff may lack certain vital skills and competences and opportunities are created for training. The GL Policies and Regulations handbook declares that GL is committed to "Life-long learning [and] ensuring that all training is competency based and is accredited" and includes the following:

- Well-planned, cost effective training, in which staff are involved in identifying their own training needs.

- Linking Performance Management, Training and Development, Recruitment and Selection and Staff movement.
- Recognising that in addition to formal training and development, other important types of staff development exist such as mentoring, coaching, on-the-job learning, job rotation and job enrichment.

The Table below is an example of a comprehensive staff development plan for staff at Gender Links formulated at their recent staff retreat (trimester meeting). This kind of training has strengthened the GL staff and assisted them to deliver, contributing to the good name of their organisation. Staff also have to contribute articles and case studies for the various information services on the GL web site and publications as part of knowledge creation indicators in their performance evaluations.

**Table 4**  
**SKILLS DEVELOPMENT SCHEDULE FOR GL AND NETWORK STAFF**

Proposed Date	Module	Objective	Facilitator	Who
June- August	Gender and media literacy	<ul style="list-style-type: none"> <li>• To understand and be able to use the media to make your voice count.</li> </ul>	RD and various staff	Suggest all new staff, admin staff
9 June 2006 (full day)	Writing- <ul style="list-style-type: none"> <li>• Reports</li> <li>• Academic articles</li> </ul>	<ul style="list-style-type: none"> <li>• To improve analytical writing skills</li> </ul>	CLM	All programme staff
15 June (half day)	Management: <ul style="list-style-type: none"> <li>• Financial</li> </ul>	<ul style="list-style-type: none"> <li>• To build the knowledge and skills of staff on financial management</li> </ul>	MH	All programme staff
2 June 2006	IT	<ul style="list-style-type: none"> <li>• Audit of IT skills among staff</li> </ul>	MM use form in IT for Adv	All staff
13 June 2006 (half day)	IT cont	<ul style="list-style-type: none"> <li>• Website training</li> </ul>	Simone and MM	New staff
30 June	VRC	<ul style="list-style-type: none"> <li>• To empower staff to contribute to the VRC</li> </ul>	AO	All staff who have not contributed to VRC.
17-20 July	Writing opinion and commentary	<ul style="list-style-type: none"> <li>• To participate in regional training course linked to SADC Protocol.</li> </ul>	Editor/ CLM	All staff
12 August	IT for advocacy	<ul style="list-style-type: none"> <li>• To learn multiple applications of IT for advocacy linked to Media Literacy course</li> </ul>	KR	Optional
18 August 2006	IT cont	<ul style="list-style-type: none"> <li>• Excel</li> <li>• Database</li> </ul>	ST	

Source: Gender Links, 2006

#### **4.3.7 Staff movement, responsibilities and turn over**

Concerns were expressed in some interviews about high staff turn over in GL – both internally and externally.

There has been a relatively high turnover of staff at GL with 7 members of staff having left the organisation over the past five years. It should be noted that not all of these posts existed immediately, and that eight posts were created incrementally in later years.

The Table below, reflecting staff turn over and the reasons therefore, was provided by the ED of GL in response to questions from the evaluators. It indicates that staff losses occurred because of staff pursuing other promising careers (2), terminal illness (1), visa problems (1), pursuing further studies (2) and not being confirmed after probation (1). These all appear to be valid reasons. But it can be noted that while 2 staff members left to pursue further studies, two others managed to conduct studies while being employed and that the position of Editor has had to be filled for the third time in four years.

At the same time a number of staff have been serving successfully for over two years and have enjoyed promotions, including the first Deputy Director who is now the CEO of GEMSA, the current Governance and Publications Manager - who started out as the Office Manager, was then promoted to the position of Gender Justice officer and later promoted to Governance and Publications Manager. An intern was promoted to the position of HIV and AIDS Researcher and then groomed into the position of Manager of the Gender and HIV and AIDS programme. The ED has been present since 2001 and one of the GL Opinion and Commentary Editors served for over two years. The Finance Manager and the Driver have been with the organisation for over three years.

It must also be noted that the small number of staff in relation to its huge programme of work results in an extremely pressured environment. During a SWOT analysis at the recent trimester planning meeting of GL, which was attended by the evaluators, staff indicated “burn out and high levels of stress” in their internal assessment of the weaknesses of GL. Some staff interviews suggested that staff do not always ‘own’ their work. It may suggest that some staff have felt that their ideas for developing their programme areas were not sufficiently included.

**Table 5****Staff movement and turn over in GL and GEMSA\* Staff**

Position	2002	2003	2004	2005	2006	Comment
Executive Director	CLM	CLM	CLM	CLM	CLM	
Deputy Director	No position	No position	KR	KR	(JM promoted to Assistant Director; LJ will assume this post)	KR moved from DD of GL to CEO of GEMSA
Network manager/ GEMSA CEO	No position	No position	No position	Janet Karim	KR	JK not confirmed after probation; KR seconded to GEMSA through agreement with GL and GEMSA Exco to strengthen Networks; GEM Summit year.
Finance manager	Ravi Naidoo	Ravi Naidoo	MH	MH	MH	RN got rare terminal illness; took full time job with good medical aid
Editor	No position	Alice Kwaramba	AK/JM	JM	JM/DW	AK Zimbabwean; came on one year consultancy visa; got one year renewal; expired. Funds for magazine ceased. Reconceptualised into E products and advertised new post. JM leaving to get masters. DW taken over on part time basis with Gender Justice Barometer shifted to gender justice programme portfolio.
HIV manager	No position	No position	No position	No position	New post; LG part time then AO full time	Administratively intense; not suited to part time. LG needed for SA work; AO groomed into post, provided chance for promotion
Gender justice officer	No position	Mothibi Mohamane	MM	ST (promoted from office manager)	Nontobeko Dhlamini	MM left to take higher paying job at NIISA Institute for Women's Development

Office Manager		LN	LN/Susan	MM	MM	LN left to complete Masters
Driver			ED	ED	ED	
Researcher and publications manager				ST	ST	ST had office management background; but taking masters degree in governance; moved to gender justice and then local government when this opportunity arose
Researcher				AO	AO/Rochelle Davidson	AO came as intern; promoted to researcher after completing PHD; groomed into HIV manager post; replaced by RD
Intern	Ayanda Bekwa	AB	AB	AO	Judith Motsweu	AB After completing degree in Int'l Relations left to join Foreign Affairs;
Total	2	4	7	7	10	

\* GEMSA staff paid by GL until September

#### KEY ISSUES

All staff contracts are for maximum of one year

Only fully funded staff post is HIV/AIDS manager (SIDA); All those salaries mix and match of project funds.

ED only went onto a regular salary in third year; first two years paid on the basis of work performed against projects.

Staff establishment increased from 2 – 10 in five year period.

Other than ED, five staff here for over two years (MH, ST, KR, EZ, JM (though now going back to school); AB here for three years (intern) left to pursue career in International Relations on completing degree.

Two instances of staff leaving to further academic studies (JM and LN).

One instance of regional staff member and visa expired after two years (how to recruit regional staff remains a major challenge; exploring this in relation to LJ joining us in October).

One instance of staff member not passing probation (we believe this is a positive reflection of HR system).

Internship programme provided opportunities for growth; two more interns expected later this year.

Given small size of establishment, a fair bit of internal movement to provide opportunity for growth, best use of skills, (AO, ST, KR)

Human resources; bear in mind associates and partners; staff component is not the full story. Contracting in other countries and higher skills as and when needed is cost effective; enhances reach and ownership, but requires strong management.

Source: Gender Links, 2006

Acronyms of Names: ▲ = Current members of staff

1. ▲ Colleen Lowe Morna (CLM)	11. Debbie Walters (DW)
2. ▲ Kubi Rama (KR) - GEMSA	12. Lindiwe ? (LN)
3. Janine Moolman (JM)	13. ▲ Liesl Gerntholz (LG) – consultant.
4. ▲ Loveness Jambaya (LJ)	14. ▲ Agnes Odhiambo (AO)
5. Janet Karim (JK)	15. Mothibi Mohamane (MM)
6. ▲ Michael Havenga (MH)	16. ▲ Susan Tolmay (ST)
7. Alice Kwaramba (AK)	17. ▲ Nontobeko Dhlamini (ND)
8. ▲ Edward Zwane (EZ)	18. ▲ Mwendu Mkhize (MM)
9. ▲ Rochelle Davidson (JD)	19. Ayanda Bekwa (AB)
10. ▲ Judith Motsweu (JM)	20. Ravi Naidoo

One of the reasons advanced for staff retention is institutional knowledge and memory, which is said to be irreplaceable. A counter to the institutional knowledge argument is that GL documents all its work and this replaces individual institutional memory. But this still leaves the constant disruption to a small NGO in terms of continuously having to replace and train staff.

*The evaluators recommend that the Board of GL consider the appointment of an additional Office Administrator and the creation of a separate post for a full-time Deputy Director, to share the workload of the ED. It should carefully assess, in relation to the current POA and possible extension of the POA (see mission-related recommendations in chapter 2), whether the existing staff complement is sufficient. The voices of staff about their workloads should be heard during this exercise. In general it should also consider strategies for retaining staff, particularly in the Editor's post. It is recognised that appointing more staff is contingent on the raising of core-cost funding. Alternatives include contracting out more work to consultants. As has already been proposed, GL must urgently engage with bilateral donors to discuss the provision of core cost funding to reduce the stresses derived from the project-driven nature of GL. In overall terms, in relation to the current and future issues of human resources, it is necessary for GL to stop for a moment and reflect. If not, it runs the risk of perpetuating an (overloaded) way of working that may not be sustainable in the long run from a human resources point of view.*

#### **4.3.8 Conditions of Service**

Conditions of service include things like probation, salaries and benefits, leave, special paid and family responsibility leave, maternity/paternity leave, office hours, overtime, termination of service, renewal of contracts, retrenchment, working environment, health and safety.

##### *Probation*

All staff serve a 3-month probationary period on appointment. The ED serves a 6-month probationary period.

##### *Salaries and benefits*

Staff salaries are fixed in terms of scales determined by the Board and appear in the appointment letter. Benefits are negotiable subject to specific provisions of the contract, individual needs and circumstances. These may include a car allowance and a relocation allowance. All staff receive payment in lieu of pension equal to 17% of gross salary.

##### *Leave*

Staff may take leave of 20 working days per year, accumulated at the rate of 1.6 days per month. They are allowed to take only leave that has been accumulated. Leave can be accumulated for a maximum of two years. Staff are entitled to 10 days sick leave per annum and sick leave cannot be accumulated.

##### *Special paid and family responsibility leave*

This includes three days of paid compassionate leave in the event of the death of a parent, child, spouse/partner or sibling.

The ED may use her discretion to grant special paid leave to staff in exceptional circumstances and this is commendable. There may be need to grant leave to people with chronic diseases. Some such people may even be able to work from home until they feel strong enough again to spend a whole day at the office.

##### *Maternity/Paternity leave*

GL shows a high degree of gender sensitivity by giving their staff entitlement to either maternity or paternity leave. Many organisations grant maternity leave only according to the provisions of the law. But law in many countries do not recognise paternity leave and employers in the SADC region generally tend to scoff at paternity leave.

### *Office Hours*

GL has made a provision for staff to work flexi-hours, as long as they work a minimum of eight hours a day. This concept is quite modern in outlook and accommodates different situations of staff. It can lead to high performance.

### *Overtime*

The only employee who is allowed paid overtime is the driver. All other staff are allowed to take time off at the rate of equal time off for work performed at weekends or on public holidays - provided this is approved by GL. This is a variation of SADC regional practise in business and NGO's where time off in lieu of overtime is often not granted to senior employees and the provision only applies to junior employees. The argument is that high salaries to senior employees also compensate them for the overtime they work. (In South Africa this may be a violation of labour law).

### *Termination of service*

A staff member can terminate employment on one month's notice or as determined by their contract. GL can also terminate a contract on grounds of serious misconduct or non-performance, in accordance with South African labour law and their disciplinary code.

### *Renewal of contracts and retrenchment*

A staff member is told two months in advance, whether or not their contract will be renewed. In cases where GL proposes to renew the contract, a staff member has to indicate in writing, one month before the end of the contract, if they agree to the renewal of the contract.

*Retrenchment* would be conducted according to South African labour law.

### *Working environment*

GL endeavours to provide an enabling environment to its staff and this environment is described as:

- Free from discrimination, harassment and stigma, e.g. associated with HIV/AIDS
- Supportive in terms of effective and efficient service delivery and resources
- A safe environment that takes into account the needs of staff
- Gender friendly and fully accessible to persons with disability and is barrier free.
- *Concerning this last point, GL's new offices are disability friendly from the front office, but unfriendly when it comes to the kitchen back door and the toilet. A person in a wheel chair may not be able to navigate his/her way and be able to use the toilet. There may be a need to add a toilet that is disability friendly.*

### *Health and Safety*

GL policies and regulations state that the organisation will ensure that its working environment will comply with the Occupational Health and Safety Act 1993 relevant to Public Service Regulations on health and safety.

*The only person who complained about not having medical aid was the driver. GL needs to look into this to see how the driver can be assisted to access medical aid. His job of driving is very risky. This was underscored by the car accident he was recently involved in when someone drove into him.*

### *Continuous Feedback*

There is a continuous Performance Management Assessment (PA) system in place (described further above) and it is not confined to formal assessment only. Staff members are exposed to coaching and mentoring on an ongoing basis. This on-the-job training is provided by appropriate supervisors.

### *Performance linked remuneration*

An annual bonus payment is dependent on PA results.

### *Promotions*

The ED can promote a staff member on the basis of the PA and if funding permits it. A staff member can also apply to be promoted to a higher vacant position.

### *Transfers*

A staff member can be transferred to another position in the organisation on the basis of the PA or as personal development criteria dictate.

The GL Performance Management System is transparent and is geared to giving assistance to staff so that they can excel in their work. There is room for correcting non-performance and this approach can motivate staff to perform even better. All staff members are accountable to someone and this helps to assist good work performance. The Performance Management System is effective as it has demonstrated that it leads to effective service delivery.

#### **4.4 Operations: Systems in place for daily operations and effectiveness**

The GL manual on “Policies and Operations” was drafted in consultation with staff and the Board in March 2005. It includes policies on organisational planning; monitoring and evaluation; human resources; operations; publications and the public profile of GL. The policies are set out in precise and clear detail in every section and collectively cover 327 individually numbered paragraphs.

The policies under the heading of operations cover all the rules in relation to travel, use of the office car and driver, use of personal transport on GL business, the use of office phones and e-mail as well as private phones, cell phones and fax machines at home on GL business, the financial and administrative duties of staff arranging workshops and conferences and the use of all information technology, equipment and software.

It is worth highlighting, and fairly randomly, some individual clauses under the Operations Policy to develop a sense of the culture of internal organisational discipline in GL.

#### **Box 2: Examples of operational rules**

- All air travel, hotel and transport bookings shall be made through the Office Administrator. No booking will be made without prior authorisation.
- Exceptions to the above must be sanctioned by the ED, failing which such bookings will be regarded as unauthorised expenditure for the personal account of the staff member. Accommodation on GL business is provided at a safe, clean and reasonable venue that is generally a 3-star hotel or bed and breakfast. Exceptions to this shall be authorised by the ED with appropriate motivation.
- GL Board members and staff travel economy class at the most economical fares possible, except in extenuating circumstances such as an emergency trip for which only certain seats are available.
- The office car and driver are strictly for use on GL business.
- The office driver shall keep a logbook of all distances travelled. Staff that have requisitioned travel shall sign off for each trip undertaken.
- E-mail shall be used in preference to the phone whenever possible, and in particular for regional and international communication.
- All international calls outside of Southern Africa and teleconferences shall be approved by the ED.
- Every responsible programme officer must draw up a budget for the event/workshop that they are responsible for, consistent with the overall budget and must obtain quotations or initiate tender procedures in accordance with the financial policy.
- Officers who receive cash in advance for [workshops/events – and where this is unavoidable] must sign a form taking responsibility within reason for disbursements and pledging to provide reconciliation within 7 days of the [event].
- The staff member responsible for organising the workshop must ensure there is a written report, which will cover the following: objectives, inputs, discussion, recommendations and follow-up actions or requirements. A programme and list of participants should appear as annexes to the report.
- GL staff are prohibited from surfing the Internet for their personal entertainment using GL

equipment during staff hours and are especially prohibited from visiting pornographic sites (cross reference with disciplinary offences).

- GL has two hard disks to which information is backed up on a weekly basis by the Office Administrator, and kept for safety at a location away from the office premises by the DD.
- It is the responsibility of the Office Administrator after each new workshop or event to add contact information according to the appropriate category, as directed by the DD. The OA is also responsible for keeping the database updated at all times. The DD shall conduct spot checks to ensure that this is achieved.
- The website shall be updated on a weekly basis and shall be current at all times.
- E conferences shall be configured in such a way that the countries and sex of participants can be identified. All e-conferences shall be summarised by the appropriate staff member and these records posted to the appropriate programme area.

*The evaluators are satisfied that GL has excellent daily operational procedures and policies in place to ensure orderly and systematised staff conduct and managerial control over resources.*

#### **4.5 Financial Systems and Management of Donor Resources**

The ED is the accounting officer of GL and reports to the Executive Committee every 3 months, and annually to the Board, on the financial status of the organisation. A detailed description of the financial documents submitted to the Board in March 2005 was earlier outlined in section 3.1 (Governance).

The financial systems of GL are described in the “Policies and Regulations” manual of GL, but the evaluators think it is instructive to recount some of them in broad strokes below.

The Finance Manager, who reports to the ED, prepares the budgets, payments, quarterly and annual accounts and is responsible for ‘daily’ financial management. He works at GL two days a week, but the financial policies of GL are followed on a daily basis and falls under his supervision. Auditors are appointed that audit the annual financial statements of GL each year.

There are 3 signatories to the accounts of GL: a Board member, the ED and the DD and every payment, including electronic payments, require two signatures or authorisation. Detailed budgets are prepared for all programmes at the time that project proposals are submitted to donors, in accordance with the two-year strategic rolling plan of GL. These budgets are adjusted according to amounts received and exchange rates applicable at that time.

Budget lines are established for each donor and for each project they fund, so that reports can be generated for individual donors at any time. For management purposes, all funds designated as capital costs, human resource costs or for office operations are assigned to capital, human resource and operational budget lines respectively, so that there is a clear separation in these budgets between direct project costs and these costs.

Because the vast majority of donors provide only project funding to GL, a 10% management fee is included in all funding proposals to cover operational costs. Staff and consulting costs are also included in all funding proposals so that projects can be implemented. The ED’s salary is currently derived from a small and untied salary contribution from one donor and supplemented by a 5% contribution of all human resource allocations for projects – to a maximum of the ED’s salary. This is justified because the ED is responsible for generating all funding proposals, managing all staff and consultants, as well as reporting to donors and the Board on project implementation. In addition, the ED conducts a great deal of the research, writing and editing to cover the costs of her salary.

All income is recognised and allocated to revenue on receipt within the bank accounts of GL. No provisions and no accounts receivable are raised for future revenue. Income is allocated per donor per project within the accounting system. GL strives to maximise interest on income and the interest is invested back into the organisation.

The financial policies provide that 3 written quotations have to be obtained for all expenses over

R20 000 and that the Executive Committee has to authorise any expenditure over R100 000.

Legal contracts are issued to all consultants that describe the tasks to be completed and the time frames for completion, and the disbursements against deliverables. A strict policy is that GL will under no circumstances pay the full amount of a contract without evidence of the work being completed. In the case of small regular commissions such as for the authors of the GL Commentary and Opinion service, a standard contractual form is designed.

All payments are accompanied by a completed cheque requisition form, together with all original invoices. Expenses are allocated according to the various donor budget lines on a weekly basis and checked monthly for over or under expenditure.

When staff are advanced cash funds – for payment of workshops costs for instance, in situations where this is unavoidable – the amount requested has to be motivated with a quotation and budget for the project. The requisition is kept and a reconciliation conducted with all the necessary supporting receipts prior to the allocation of such costs to the relevant budget lines. Staff are personally liable for ensuring proper reconciliation of such advances – and have to do so within 7 days of their return.

Payments are either made by cheque or electronic transfer, but small cash payments are made in exceptional circumstances such as for out of town or out of country expenses, where GL does not have a bank account and the payments do not form part of the contract of the local consultant or network contracted to assist with arrangements.

In instances where GL has accounts with creditors (travel agencies, stationery suppliers, computer maintenance, etc.) staff are required to complete order forms that are maintained by the Office Administrator. Individual invoices for these services are also filed with the OA and reconciled at the end of each month. These reconciliations are again checked by the FM and approved by the ED prior to the payment of any regular suppliers.

Bank reconciliations are completed on a monthly basis for all the bank accounts. Uncleared items more than six months old are investigated and written back. All clearing accounts are balanced prior to closure for the month end. A trial balance is printed and downloaded into a monthly management report. This report details the total income and expenditure per each project, the amount of funds still available per project and the amount of funds available within the provision accounts. A further detailed monthly report is printed in relation to each of the major programmes for the ED to monitor expenditure against the budgets.

Where value added tax (VAT) is paid on expenses, these amounts are claimed back from the Receiver of Revenue on a bi-monthly basis (a labour intensive exercise) and allocated to a provision account for future expenditure. At the end of each financial year these funds are invested back into the organisation (and are being used currently to fast track its repayments on the bond on its house).

#### **4.5.1 Effectiveness of financial systems and resources**

GL has grown significantly both in the amount of funds it receives and in the substantial number of donors that support it. It has also retained its early donor partners including NiZA, HiVOS, OSF-SA and OSISA while engaging with many more. During its last financial year it received funding from no less than 24 different sources.

*Its financial monitoring and reporting systems are strong, effective and transparent. The detail and the clarity of its financial reporting in principle enables any board member to investigate any aspect of the organisation's funding. Its annual financial statements are also audited.* In addition, the Executive Committee receives a quarterly report that details total revenue received versus total expenditure within the broad spectrum of the accounts, i.e. indicating capital costs, human resources, programme costs and operating expenses. More detailed analysis of these expenses is also provided.

Concerns are that the administrative costs of GL are increasing because donors are demanding more and more detail in financial reports. *The Finance Manager is recommending that donors appoint local auditors of their choice to oversee the financial details of donor contracts with partners, instead of demanding that partners spend more time (and expense) in furnishing this information and that more funds could be earmarked for technology and equipment – particularly to update existing computers and software.*

#### **4.5.2 Income generation**

*GL could seriously look into the possibility of generating income through the establishment of a separate business wing that would offer high-level gender consultancy services.* It has already provided such services to various intergovernmental and governmental agencies, and beyond the realm of gender and the media. The ED and Finance Manager of GL also confirm that potentially a big market exists for expert services in this area. This proposal should not be misunderstood as a simple extension of the work of GL, but the development of a professional business arm of GL in the same manner that MISA developed the Southern African Media Development Fund (SAMDEF) as a separate but linked institution. *It would require a major feasibility study being conducted to assess the potential of the market and to propose a business model and plan.*

#### **4.5.3 Challenges of project-based funding and management of these funds**

In discussion of the context in which GL works earlier in this report, it was stated that in line with deliberations at the Beijing conference in 1995, GL decided to adopt a *long-term* Gender and Development approach “that seeks to tackle the underlying structural causes of inequality; to empower women but also to change the attitudes of men”. In a paper written by the ED of GL’s she says: “If media is a difficult and confusing area for attracting donor support then gender and the media is an even taller order, especially when one has prioritised longer term strategies that are vital for sustained change, but may not yield immediate, quantifiable results ... Bilateral donors prefer to fund “tangible things” like boreholes: not something as distant (if important) as turning the media into an effective force for transforming gender relations”<sup>5</sup>. In the 2005 Annual Report of GL, the chairperson of the Board of GL succinctly says: “While our objectives are inescapably long term, our means are short term.”

GL currently only has one donor (HIVOS) who contributes directly to core costs. This consists of R30 000 towards operational costs and R120 000 in untied funds for annual salaries over two years (until February 2007). Only one staff post is fully funded in terms of project funding (the HIV and AIDS project funded by SIDA). All other salaries have to be derived from project funds or, in the case of administrative staff, from the 10% management fee levied on projects. All these are raised from a combination of funds from the 16 projects currently under implementation. A particular challenge is funding of senior management posts, especially that of the Executive Director, whose tasks extend well beyond direct project inputs and yet must inevitably be funded from limited project funds.

As already indicated in various parts of this report, significant constraints are being imposed on GL as a consequence of the project funding nature of its work and operations.

### **Box 3: Constraints imposed on GL as a result of project funding**

In summary these include:

- The enormous workload of its Finance Manager (a part-time accountant) in managing separate accounts for up to 24 donors and preparing their financial reports across widely differing time frames for different contracts with different reporting requirements and formats. This workload increases the costs of GL.
- The enormous workload of its ED in having to seek out and establish contact with so many donors, holding meetings with them, preparing funding applications, monitoring the income and expenditure for each donor separately along with the Finance Manager, and writing all the narrative reports across widely differing times frames for different contracts with different reporting requirements and formats. *During 2005 the ED at various times submitted 36 reports to 13 donors and 22 new funding applications for the coming year.*
- The serious and time consuming impact that the above has on the otherwise overloaded work schedule of the ED that also includes overall staff management, strategic planning, bi-weekly and quarterly programme planning and performance monitoring, networking, building the profile of the organisation, mentoring and coaching, reporting to the Board and being extensively involved in the substantive implementation of projects and programmes.
- The serious implications for retaining staff on short 1-year contracts (with one exception) and the job insecurity that it causes among staff, as well as the resulting pressure on the ED in terms of having to succeed in continuously raising funds to address this situation.
- The enormous amount of time required by GL in building and maintaining as many as 40 individual partner relationships. This is a full-time job in itself that is not factored into project-based funding.
- While GL plans on a two yearly basis, it seldom has more than six months funding cover, and it constantly has to adapt its plans to what funds are available.

It cannot be expected that GL can simply continue raising its human resource needs from project funding. The latter is a wholly contradictory 'catch 22' situation in which GL becomes overloaded with the implementation of project work, but in order to attract more funds, it has to submit more project applications. *This is a key structural reason that results in work overload in GL.* Core cost funding for at least a number of key posts is essential to stabilise human resources expertise in GL. The ED of GL estimates that at least 5 posts should be fully funded from core costs. This would further enable the organisation to appoint either more staff or consultants as needed on a project-funding basis to meet key programme objectives in a less pressured working environment. A mix and match strategy of core cost funding and project funding would result in a more sustainable human resources environment in GL.

Beyond salaries, *core cost funding is also essential in relation to capital costs, for instance to replace ageing IT hardware and software* – particularly in view of how well and pro-actively GL makes use of IT in its programmes, networking and advocacy.

*The undoubted impact of Gender Link's work in the SADC region over the last five years, the undeniable human rights importance of their work, the ongoing need for their work, the high quality of their work and the sheer quantity of their work, objectively justifies the validity of core cost funding over the next 3–5 years.*

*Comparatively, it can be seriously questioned as an issue of discrimination on the part of donors, that other regional media institutions such as in-service training institutions and media freedom institutions receive core cost funding, but that GL does not. The reason perhaps in relation to these institutions is that they have existed for a longer period of time during which core cost funding arrangements have been set in place and the essential and ongoing nature of their work is recognised.*

*Furthermore, GL is highly regarded by donors for its strong, detailed and accountable financial management (a view endorsed by this evaluation), its careful planning of project implementation and astutely converging activities - such as training or planning workshops - to save money, the rigour with which it respects donor deadlines in relation to financial and narrative reporting, and the high quality of its*

*reporting. The time has arrived for donors to take hands to address the serious project-funding impediment to the work of GL and to strengthen its core-cost financial capacity and sustainability in the struggle for gender equality in and through the media.*

*A key recommendation is that donors enter into long-term (3-5 year) funding agreements with GL and that they also include core costs for 5 staff salaries in key posts and other running costs in these agreements. A special donor round table meeting should be convened by GL for this purpose, with the assistance of some of its long-standing donor partners.*

## **5. PROGRAMME REVIEW**

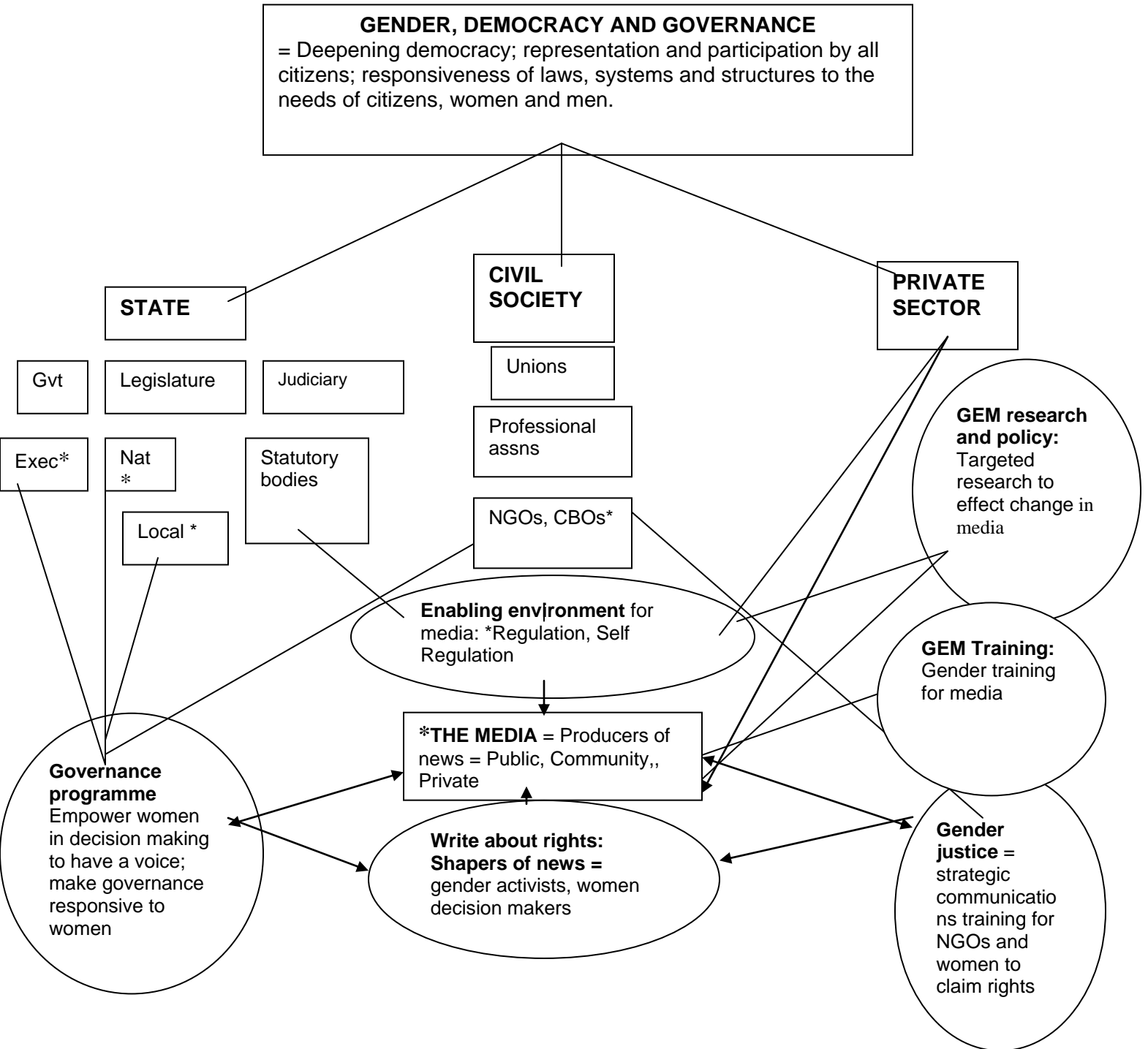
Annexure 3 of this report provides a narrative overview of the programmes and projects of GL as they unfolded year by year. The Table below, provided by GL, reflects its key projects over 5 years – including indicators for impact and future directions.

### **5.1 Overall programme structure and relevance**

GL divides its Programme of Action (POA) into 7 programme areas: GEM Policy and Research; GEM Training; Gender Justice Campaigns and Training; Write about Rights; Gender and Governance; Mirror on the Media and Networks. It's POA also includes an 8<sup>th</sup> programme area – Gender Advisory Services - that includes a number of consultancies that GL has conducted for other organisations, particularly in relation to gender mainstreaming in governmental agencies. All activities in the annual work plans and bi-annual strategic plans are arranged under each programme area. Some activities are divided into two geographical focus areas - those targeted at the various provinces and partner institutions in South Africa and those targeted at other SADC countries.

Recently, however, GL developed a conceptual framework for its work that reflects a broader and more holistic paradigm of various sectors of society and institutions within them in which it needs to focus its work. This diagram also mirrors its updated mission statement.

**Figure 7: CONCEPTUAL FRAMEWORK FOR GL POA**



## 5.2 Programme linkages

The diagram above reflects the key target groups of GL, for instance GEM Research and Policy targets **media regulatory authorities** and **the media**, GEM training targets **the media** and **gender NGO's**, Gender Justice targets **gender NGO's** and the Governance Programme targets **women decision-makers (politicians)**. Gender NGO's and women politicians are also afforded the opportunity of writing for the media and raising their voices, through the Write about Rights programme, and the media in turn benefit from receiving gendered content through this service, which in turn increases the amount of gender content in the media.

Two forms of training are discernible – **training aimed at the media** to mainstream gender in reporting, and **training aimed at gender NGO's and women politicians** to improve their communications skills in relation to the media.

The media and gender NGO's and the media and women politicians are also combined in various project activities to develop communication and linkages with each other. See, for example, the case study on Gender, Media and Elections, but also the various Write about Rights activities and also in other projects such as the 'Sixteen Days Against Violence' campaigns.

Furthermore, in relation to mainstreaming gender in media work, GL conceptually targets three distinctive groups: **media producers, media shapers (women politicians and gender NGO's)** and **media consumers**. Projects in relation to media consumers include Gender and Media and Audience Research (GMAS) – the first gendered study of its kind in Southern Africa - and the very recent inclusion of a Media Literacy pilot project in South Africa, with a lot of interest from other countries in the SADC region. The Mirror on the Media projects are also relevant in this regard.

Table 6 provides an overview of how the POA has evolved; how projects link to each other and have given rise to new work, the main achievements and gaps. The achievements may be summarised as:

- Cutting edge research on gender and the media through the Gender and Media Baseline Study (GMBS), the largest such study ever undertaken anywhere in the world and the Gender and Media Audience Study (GMAS), the only such study ever undertaken in the region, and the only regional audience survey of any kind. At the suggestion of a Namibian editor, this has been adapted for use by media houses and the first three pilot projects will be presented at the second Gender and Media Summit.
- The first ever engagement in this region and globally with media houses, and, as of this year, with media regulatory authorities and media NGOs on the development of gender (and HIV and AIDS) policies in the media sector.
- A range of Southern Africa specific gender and media training manuals that have been used in training of trainer courses as well as in-service training courses in partnership with media training institutions. These include an innovative Virtual Resource Centre (VRC) that contains case studies from research and monitoring projects that can be searched by country, theme, what journalistic skill is illustrated and what the article reflects with regard to gender. The latest series of training by GL is on gender and the economy using its new training manual "Business Unusual".
- The first ever pilot project to mainstream gender into entry level media training (at the Polytechnic of Namibia). This project was conducted and evaluated over a three-year period then documented and shared with other training institutions in a peer network arrangement.
- Pioneer work on newsroom training that is poised to expand on the back of the policy work being done with newsrooms as part of the Media Action Plan on HIV and AIDS and Gender led by the Southern African Editors Forum (SAEF) that aims to ensure that 80% of Southern African newsrooms have HIV and AIDS and gender policies by 2008.
- Extensive strategic communication training of gender NGOs in all nine provinces of SA and across Southern Africa linked to the Sixteen Days of Activism campaign using extensive use of IT including the Cyber Dialogues innovated by GL. This approach has recently been deepened through a pilot project to develop a National Action Plan to End Gender in South Africa in which specific targets are set and monitored that is being replicated in four Southern African countries.
- The ground breaking study, *Ringing up the Changes, Gender and Politics in Southern Africa*, the first study in the region on the impact of women in politics launched across the region and at several

international forums and events, including the UN Commission on the Status of Women and the World Bank. The study was turned into a Gender, Media and Elections virtual resource centre and used to conduct newsroom training for the media as well as strategic communications training for women politicians in the run up to seven elections in the region. This initiative greatly increased media coverage of the gender dynamics of elections in the region as part of the 50/50 Campaign that GL is an active member of.

- Arising from this study, which found that there is scarce research on and attention to gender and local government, and in keeping with GL's philosophy of highlighting the voice of the most marginalised, GL has decided to focus on gender and local government. It has run pilot projects on Gender, communications and local government with the Cities of Johannesburg, Pietermaritzburg and Durban and is currently conducting cutting edge research on gender and local government in the study: *At the Coal face, Gender and Local Government*.
- GL runs the only Gender Opinion and Commentary Service in the region, which has enjoyed increasing use and visibility, and led to a number of new writers/voices being trained as well as bridging the gap between gender activists and the media. The special brand of "I Stories" initiated by GL (first hand accounts of gender violence, experiences of women in local government, caring for those living with HIV etc) has been especially effective in building the capacity of those whose voices are often not heard as well as showing the media that such voices are the essence of good journalism.
- In addition to pioneering a number of new areas of media monitoring (such as radio talk shows, the impact of Sixteen Days of Activism campaigns etc) the Mirror on the Media project has pioneered the first gender and media literacy training course for the general public. This, along with the audience research, opens a new area of work with media consumers and fits squarely into the broader objectives of deepening democracy through citizen participation and media accountability.
- GL support for gender and media networks, culminating in the formation of GEMSA and the institutional support to place this network on a firm footing, has not only provided a means for cascading pilot projects and research but is at the heart of the creation of a gender and media movement in the region.

Key gaps and challenges include:

- The need to ensure that research such as the GMBS and GMAS is thoroughly canvassed down to provincial level in each country and usefully engaged with. In particular, the newsroom approach pioneered during the Gender and Elections training could be put to greater use in the dissemination of such research, especially with added capacity, and in the context of the MAP policy process.
- The policy processes in media houses, regulatory authorities and with media NGOs are in their infancy and will require constant support and nurturing to ensure implementation.
- The new engagement with regulatory authorities opens a new vista of work that could be enhanced through close collaboration with freedom of expression organisations like the Freedom of Expression Institute (FXI) in South Africa and Article 19, the international centre for freedom of expression, with whom GL needs to form closer links.
- Most of GL's work has been in relation to the mainstream media - an understandable first area of focus given the reach of this media. However, to advance its agenda of ensuring more local and human interest news and coverage of gender issues where these matter most (on the ground) there is need for greater engagement with community media.
- Work with media marketing wings (closely linked to the recent engagement with media consumers) is a new and dynamic area of work that still requires considerable impetus and drive.
- Gender and media training needs constant reinforcement in all the different beats.
- The VRC requires constant updating and expanding (given the fact that case material dates so quickly in media training) and use of it should be further canvassed through SAMTRAN, Highway Africa and other forums of trainers. This points to the need for a core programme staff member to ensure management, administration and good use of training resources.
- GL's media work and resources have tended to focus more on print than electronic media - the latter again is important with regard to reach. Rapid advances in IT open the possibility for more resources (eg video and radio) to be shared through the website. GL is already exploring the possibility of making its considerable photo library accessible (at a small fee) through its website.

- Deepening of Gender Justice campaigns through the development of National Action Plans ensures long-term sustainability of campaigns but brings complex new dimensions with regard to mobilising multiple stakeholders in collaborative efforts. This kind of work requires as much focus on process and development of relationships as it does on projects.
- Work on women in politics has opened a broad new area of work on gender sensitive governance, especially in the local sphere. As in the case of the Gender Justice work, GL needs to decide how far it wishes to venture into this area.
- The Southern Africa Gender Protocol Campaign opens an excellent opportunity for extending the work on strategic communications training for gender NGOs, but also requires careful management with regard to the multiple stakeholders involved.
- While the Opinion and Commentary Service remains a flagship of GL's work and a key link between its work with the mainstream media and gender activists, there is need to explore greater cost recovery, and the possibility of reaching radio through voice dispatches over the Internet (now eminently feasible) to extend the reach of the service.
- GL's work is still relatively weak in the Portuguese speaking countries, especially Angola, and in the French-speaking DRC. While some key tools have been translated into Portuguese, almost all its resources are in English. This is largely due to capacity constraints and points to the importance of having an in-house translator. With regard to the French speaking countries, interesting possibilities exist for using GL's strong links with the Media Watch Organisation in Mauritius (already used to leverage the work in Seychelles) for venturing into the DRC. Several approaches received from the DRC have not yet been taken up due to capacity constraints. *The need to extend its work to non-English speaking countries is an important area for donors to consider in the proposals for core support and new programmes arising from a next three-year strategy.*

**Table 6  
SUMMARY OF GL POA: ACHIEVEMENTS AND GAPS**

PROGRAMME/PROJECT	DESCRIPTION	OUTPUTS		IMPACT	FUTURE
		CAPACITY BUILDING	PUBLICATIONS		
<b>GENDER AND MEDIA RESEARCH AND POLICY</b>					
<b>Content analysis</b>					
Whose news, whose views, 2001	Wkshop brought together media practitioners, gender activists	26	Handbook	First real dialogue, gender and media	
GMBS, 2002-2003	Largest gender and media research project ever undertaken; 25000 news items, one month	27	Regional report; 12 country reports	Baseline for work; seminal research widely quoted in region and internationally	Repeat study every five years to benchmark progress
GMBS country workshops 2003-2004	Workshops hosted by MISA in ten countries to study findings, draw up action plans	246	10 country action plans	Laid the foundations for GEMSA	
Video: Making every voice count, 2004	Video based on the advocacy work on GMBS accompanied by training video		Video	Video launched in every country; at UN disseminated through GL.	
GMMP, 2005	Compared to 2000 when only two countries participated in the global study, 13 participated	13 team leaders; monitors	Regional report; 13 country summaries	Interim benchmark 2.5 years after GMBS; showed clear progress and challenges	Suggest additional parameters for global study; eg number of sources per story
<b>Audiences</b>					
Audience research 2004-2005	Prompted by GMBS- "this is what audiences want". Conducted in 13 countries over two years	13 team leaders, monitors	My views on the news-regional overview; 13 country pamphlets	Opened new area of work with media marketing; powerful tool for transformation when combined with editorial critique.	Could be basis of global study (next GMMP? See discussion in Dresden). GL to explore global outreach
Workshops in each country 2005-2006	Following the pattern of GMBS, research has been launched and debated in each country	119- ongoing			
In-house audience research 2006	Following a suggestion by the editor of The Namibian, three media houses are running their own audience research with GL support	6	Report (forthcoming)	Ownership by the media industry	Replicate this project; taking it to newsroom level will ensure real impact
<b>Policy</b>					

PROGRAMME/PROJECT	DESCRIPTION	OUTPUTS		IMPACT	FUTURE
		CAPACITY BUILDING	PUBLICATIONS		
Pilot policy projects 2004-2005	GMBS led three media houses to volunteer to develop gender policies	60	Gender policies- Malawi Broadcasting Corp, Kaya FM, Times of Zambia	Critical building block for MAP	
MAP on HIV AIDS and Gender 2005-2008	SAEF keen to take up HIV and AIDS policies; GL negotiated for gender to be included; helped initiate baseline study (drew from GMBS experience); now leading policy roll out assisted by pilot projects; MAP offers possibility of multiplier effect for pioneering work.	12 team leaders plus monitors	Regional report; 12 country reports; one policy handbook	Ground breaking project for the roll out of policies in 80% of regional media houses by 2008; never tried anywhere else.	Concentrate efforts on this project; offers entry into newsrooms where training and ongoing support should focus. Partnerships mean this responsibility can be shared. Leadership by media managers is key.
Media NGOs 2006	Audit of how gender is integrated into media NGOs commissioned by SIDA	3 researchers	Report and tool kit	New and strategic area for policy development with media NGOs	Leverage MAP and pilot project policy work; Advance from audit to providing advisory services.
Regulatory authorities 2006	GL involved in audit of media policy-making bodies led by FXI; specifically ICASA. Collaborating with GEMSA in gender policy handbook for media regulators	1	Chapter in book: Meeting their Mandate?	Ground breaking work on gender and media regulation; eagerly awaited by mainstream global bodies like Article 19 that have been grappling with this area.	Technical assistance to media regulatory bodies in developing gender policies.
<b>GEM TRAINING</b>					
<b>Training of trainers</b>					
General 2002	Development of training kit based on one year of developing course material with IAJ.	37	Gender in Media Education- A Southern African Toolkit	GL established excellent links with media trainers sustained through SAMTRAN	Work through SAMTRAN; propose gender sub-committee or trainers committee within GEMSA (to be resolved at summit); explore peer exchange mechanism

PROGRAMME/PROJECT	DESCRIPTION	OUTPUTS		IMPACT	FUTURE
		CAPACITY BUILDING	PUBLICATIONS		
HIV and AIDS 2003-2004	Participatory development of training manual	24	Gender, HIV and AIDS and the Media	Developed capacity of media trainers to see link between HIV and AIDS and gender.	Newsroom training, linked to MAP
Gender and images 2004	Participatory development of training manual with trainers in visual media	17	Picture our lives: Gender and Images	Opened new area of engagement with visual and electronic media	Explore more in-depth engagement with visual media, building up of electronic training material.
VRC 2004	Virtual data bank of case studies using GMBS material as the foundation; added to from monitoring project; introduced to trainers at a workshop and subsequently in-country workshops linked to IT for advocacy	22	Website resources that is constantly updated.	Resource being looked at by SAMTRAN for replication wrt other types of media training; to be showcased at Highway Africa	Get trainers more actively involved in running and contributing to the VRC; virtual repository of case material that can be searched using a data base
<b>Entry level media training</b>					
PON pilot project 2001-2003	Mainstreaming gender into all components of entry level journalism	45 students	Primer: Gender in entry level journalism	Ground breaking project; tested in election coverage that showed great sensitivity to depth and diversity	Finalise PON gender policy; ensure this is adopted.
Replication of PON project 2004	Sharing of case study; Formation of peer support network.	14		Several institutions showed interest in project that only spanned one year.	Need for project like this to span several years.
<b>In-service training</b>					
Gender violence, HIV and AIDS, Business Unusual 2001-2006	Thematic training in partnership with media training institutions in all nine provinces of SA and 12 countries of the region	544	36 supplements produced as part of training; 24 carried by mainstream newspapers	These courses provide excellent grounding in gender and the media; the output is widely shared.	Continue each year or every two years to pick a theme and run it through training institutions; builds capacity of trainers and new pool of journalists; currently economic and financial reporters.
<b>Newsroom training</b>					
Gender, elections and the	One day workshops with women	535	Fact sheets	Dramatic increase in	Repeat in all countries

PROGRAMME/PROJECT	DESCRIPTION	OUTPUTS		IMPACT	FUTURE
		CAPACITY BUILDING	PUBLICATIONS		
media 2004-2005	politicians and media followed by newsroom presentations of 1-2 hours		and website resource centre	coverage of gender and elections.	preparing for elections; replicate newsroom training using MAP as entry point.
<b>GENDER JUSTICE</b>					
Strategic communications training 2002-2003	Training for NGOs in nine provinces of SA and 4 countries in the region on designing and costing campaigns linked to the Sixteen Days	216	Getting Smart-Strategic Communications for Gender Activists	Sixteen Days has become a major campaign in all countries; in SA taken over by gvt. One of the most successful media mobilising tools	Deepening of the campaign - see below
IT for advocacy – cyber dialogues 2004-2005	Training in 12 countries and 18 rural districts in SA is use of new technologies for advocacy using the “cyber dialogues” pioneered by GL. In 2005 run in six languages.	673	IT for Advocacy	Major factor in growth of networks; skills for campaigns as well as effective networking; anonymous space for women to speak out.	Develop capacity of networks to train in rural areas; use Sixteen Days to keep developing IT skills; more languages.
Video, 2004	Documenting of the cyber dialogues to use for training		Video: Making IT work for Gender Justice	Effective training tool.	Document cyber dialogues in other countries
The I Stories 2004, 2005, 2006	Work with survivors of gender violence and reformed perpetrators to tell their own stories.	20	The I Stories and multiple usage in media	Women empowered to speak out; quality content for media.	Train networks in production of I Stories (started in Namibia). Explore option of radio over Internet.
Deepening campaigns through national action plans, 2006	In response to criticism that campaigns need to go beyond awareness raising, Sixteen Day campaign in SA led to audit of commitments made; National Action Plan Conference	264	Training kit, 365 days of action to end Gender Violence	Unique multi sector initiative to end gender violence	Training in four countries in the region each year to strengthen campaigns through national action plans. In SA: cascading the national action plan to local level.
Video	Documenting of the process		Video: From a campaign to an Action Plan	Training tool	Document process in countries in the region
Gender justice barometer	E newsletter that tracks progress	350	Monthly e	Enhances M and E;	Link to development and

PROGRAMME/PROJECT	DESCRIPTION	OUTPUTS		IMPACT	FUTURE
		CAPACITY BUILDING	PUBLICATIONS		
	in the region.	subscribers	newsletter	accountability	roll out of national action plans.
<b>GENDER AND GOVERNANCE</b>					
Ringing up the Changes	First comprehensive study on the impact of women in decision making in the region	11	Ringing up the Changes	Cited extensively in gender and governance debate; basis for Gender, Elections and the Media tools and training	Local government - see below
Launch of the book	Launched in 13 countries, UN, World Bank	924		One of the most widely disseminated GL studies that has led the 50/50 campaign to move beyond numbers.	Work with 50/50 campaign in developing gender sensitive indicators for governance
Ringing up the Changes-East Africa	Extension of study to East Africa, bringing in interesting case studies eg Rwanda, Uganda.	8	East and Southern Africa study-forthcoming.	Building capacity of AWC; unique co-operation btwn NGOs in two regions; first engagement with commercial publishers	Develop joint advocacy strategies. Explore further options for commercial publishing
SADC and Gender and campaign 2005, 2006	Collaborative review of the ten areas covered by the SADC Declaration on Gender and Development; advocacy campaign on elevating the Declaration to a Protocol.	42	Missing the Mark? Media on the Gender, SADC and Gender campaign folder	Unique case study of civil society working together to influence regional decision-makers. Draft protocol complete. To be tabled at HOS 2007	Building advocacy and lobbying skills around the Protocol and its implementation
City of Johannesburg Pilot project 2004-2005	Gender and Communication skills for local government; 10 module course linked to the work of city councils.	25	City of Jhb gender policy Revised training manual forthcoming	Empowering 25 councillors to be effective change agents in the City; engendered POA for local gvt.	Continue to work with the City in implementation of gender policy and partner on key events, eg Sixteen Days
I Stories City of Johannesburg 2005	As part of training councillors wrote personal stories about their experiences	25	Speak out: Gender and the City of Johannesburg	Empowering 25 councillors through writing skills	Potential for replication in other city councils.

PROGRAMME/PROJECT	DESCRIPTION	OUTPUTS		IMPACT	FUTURE
		CAPACITY BUILDING	PUBLICATIONS		
Msunduzi and eThekwini pilot projects 2005	Gender and Communication skills for local government; 10 module course linked to the work of city councils.	64	Msunduzi and eThekwini Action Plans Ditto	Empowering 64 councillors to be effective change agents; engendered POA for local gvt	Continue to work with the Cities in implementation of gender policy and partner on key events, eg Sixteen Days
Training of SALGA gender provincial officers 2005	Train 9 SALGA provincial officers in developing and implementing gender policies	9	Training kit for dissemination	Using pilot projects to create a multiplier effect.	Run training at provincial level
At the Coalface: Gender and local government 2006	Cutting edge research on gender and local gvt in Southern Africa	19	At the Coalface: Gender and Local gvt-forthcoming	The first major regional study on gender and local gvt; sequel to Ringing up the Changes	Advocacy through 50/50 campaign on ensuring local gvt is included in gender and governance debates.
<b>WRITE ABOUT RIGHTS</b>					
Opinion and Commentary Service Ongoing	Bridging service between gender activists and mainstream media	120 articles per annum	Articles on website; in newspapers	GL flagship; builds capacity; gives visibility, day to day contact with editors	Selective charging for service, especially in countries that can afford this. Special series and products.
Amalungelo magazine 2003-2004	Magazine produced every two months with focus on gender justice issues until funding cut by FHR; GL then decided to concentrate efforts on e products and IT training due to lower production and distribution costs (O and C service; Gender justice Barometer)	30 writers	6 issues of magazine	Regular exchange of information on gender justice campaigns in SA and region; better synergy.	Concentrate on e products and IT capacity building.
Conference newspapers: WSSD GEM; GEM News at Bangkok; Beijing@10	Daily newspapers produced at major conferences; in the case of B@10 content discussed in daily cyber dialogues that involved hundreds of people across the globe	35	3x 5 days daily newspapers	Building capacity of African journalists to mainstream gender in coverage using major international events as training ground; using IT to enhance participation	Seek out opportunities for giving visibility to gender and media work; building capacity and participation at major international events.
Special reports: Gender and	Expert and I stories linking SADC	20 writers	Finding	Projecting a regional	Seek out similar

PROGRAMME/PROJECT	DESCRIPTION	OUTPUTS		IMPACT	FUTURE
		CAPACITY BUILDING	PUBLICATIONS		
the MDGs 2005	Gender campaign and the MDGs; leveraging of O and C service to capture women's voices from the region; project these at a major international event		Gender in the MDGs	campaign into the global arena; making links.	opportunities for leveraging the O and C service.
Media Diversity Journal 2006	First academic journal on gender and media work, and diversity more broadly. Situates this work in a broader context	20 writers	Media Diversity Journal	Well rcvd; next issue will be linked to the Summit.	Link to Gender and Media Diversity Centre
<b>MIRROR ON THE MEDIA</b>					
Spot monitoring	Training networks in conducting spot monitoring, eg Women's Day; World Press Freedom Day	4 team leaders and monitors	4 country reports	Provides a way of sustaining advocacy campaigns; effectively used in SA and Mauritius	Encourage country specific spot monitoring
Sixteen Day monitoring	Monitoring coverage of gender violence before and during campaign	4 team leaders and monitors	4 country reports	Shows how Sixteen Day campaigns improve quantity and quality of coverage.	Encourage this monitoring as an M and E tool for campaigns.
Radio talk shows	Monitoring of guests, hosts, callers and topics of radio talk shows in response to criticism by radio that monitoring of news only tells part of the story.	4 team leaders and monitors	Who talks on talk shows	Introduced the idea that we should be looking at other media genres; opened a dialogue on radio talk shows potentially one of the most powerful communication tools	Research planned on advertising and entertainment.
Media literacy pilot project	10 module pilot project with three target groups- schools, general public and local government on citizen awareness and action.	20	Watching the watchdogs- gender and media literacy.	Pilot project has attracted enormous interest around SA and within GEMSA.	Training of trainers for Networks; fund raising skills to start own media literacy.
<b>NETWORKS</b>					
Institutional support, GEM Networks 2002-2003	Support for the establishment of gender and media networks in five countries: South Africa, Zambia, Mauritius, Seychelles, Swaziland.	75		Formed the nucleus of GEMSA	Strengthening of GEMSA as the umbrella network.

PROGRAMME/PROJECT	DESCRIPTION	OUTPUTS		IMPACT	FUTURE
		CAPACITY BUILDING	PUBLICATIONS		
Summit 2004	First Gender and Media Summit, accountability forum for GMBS action plans; showcasing 44 best practices; first Gender and Media awards	184	Getting it Right: Gender and Media in Southern Africa	Market place of fresh ideas and thinking; gave tremendous profile locally and internationally to the work; led to the launch of GEMSA	Summit 2006 and every two years; General Meeting of GEMSA followed by sharing of work by partners; synergizing of plans; strengthening the movement.
GEMSA	Hosting of Secretariat; provision of staff for two years as GEMSA got off the ground; registering; establishment of independent financial systems from March 06; systems; management; planning support; fund raising.	1 network manager; 12 country coordinators		Gender and media movement; 330 individual members; 13 institutional members; 10 country chapters registered.	As recommended by evaluation use GL model of good governance and systems developed to strengthen GEMSA institutionally at country level, plan and fund raise.
<b>ADVISORY SERVICES</b>					
Audit gender mainstreaming UNDP	Leveraging of tools developed by GL in governance programme to conduct audit and develop gender policy for UNDP SA	34	Gender policy for the UNDP	Possibility of opening consultancy arm of GL	Concept paper for the 2007 Board meeting; weighing sustainability against core mandate, staffing etc.

Source: Gender Links 2006

### 5.3 Capacity building and impact

Although networks are not the primary target groups (the media, gender NGO's and women politicians are), the work of GL is cascaded through networks and partnerships. At the same time office-bearers in these networks and partners develop substantial capacity building in relation to gender mainstreaming and empowerment issues, and buy-in by being actively involved in training, research, advocacy and general implementation. They are also directly targeted in some projects such as mainstreaming gender policy into their programmes and organisational objectives.

The table above reflects an enormous amount of knowledge creation and capacity building in relation to the number of participants directly targeted in the projects above. The Gender, Media and Elections training project alone reached a total of 563 participants of which 410 were media practitioners. The GL Opinion and Commentary Service produces an average of 120 articles a year, and GL monitoring shows that these can be reproduced up to 2.6 times by various media. Furthermore, the service has received over 6 000 hits on the web site of GL. GL can also receive up to 400 000 hits a month on its web site especially when a cyber dialogue takes place. On average *GL has counted that 4762 participants have been formally involved in its activities*. However, this figure excludes GL reaching thousands of others through its Cyber Dialogues and other IT services, as well as further individuals and target groups of the partners and networks of GL that would also be cascading some of this work separately from GL in the various SADC countries.

The Table also reflects the huge amount of publications in hard copy form and digital form produced by GL as training tools, research reports, policy reports, newspapers and publications that show case the voices of women and train African journalists in mainstreaming gender in the media.

The impact indicators show the catalytic and multiplier effect of many projects such as the GMBS workshops, which laid the foundation for the establishment of GEMSA, and the groundbreaking 2002 GMBS itself, which established a baseline of quantitative data against which interim progress was tracked by the 2005 GMMP (showing improvement) and which will be updated again in 2007. The GMAS opened up a new area of work in media marketing and the ownership developed by some media houses to conduct their own gendered audience research holds much potential for replication in other newsrooms. The GMBS led to requests from 3 media houses for the development of gender policies, and the (MAP) HIV and AIDS and Gender policy research has resulted in an objective to implement these policies in 80% of newsrooms in the SADC region by 2008 (along with other partner organisations). The audit of gender integration in media NGO's has opened up a new area of policy development with media NGO's. The GL VCR is to be adapted for use by SAMTRAN. The publication of "Ring up the Changes" led to the SADC and Gender campaign to elevate the Gender and Development Declaration into a Protocol, the focus on women politicians in elections and more recently the focus on women in local government. It also led to the first sub-regional linkage between an NGO in Southern Africa and in East Africa where its concepts are being applied in project design and development with assistance from GL.

Partner organisations also confirm the capacity building benefits they derive from GL. A media trainer says: "Our students are grabbed [employed] by the media for their experiential learning [in projects assisted by GL]" and "We have been enormously capacitated by GL". Others comment on the fact that most of GL's work is "media focused", and also reaches gender NGO's and women politicians. A male media practitioner, who has been involved with GL in Zambia since 2001, says that the Zambian media has benefited from GL continuously over the past 5 years and that the credibility of GL is very high in the country. "It is very easy to get buy in". He also says: "In the beginning I was aware of gender, but the workshops really motivated me". This practitioner is now widely being used a gender and media consultant in Zambia by various media institutions and NGO's, and for, instance assisted ZAMCOM – an in-service training institution for journalists – to establish an HIV/AIDS, Gender and Media office. He is also involved with the training of editors in mainstreaming gender through the Zambian national editors' forum. They are conducting so much work that he wants GL to appoint a third HIV and AIDS consultant in the country to meet the demand (beyond himself and the GL HIV/AIDS country consultant).

### 5.3.1 International impact

GL is increasingly making an impact internationally. Its emphasis on documentation and publications and its skilful use of IT have played a very important role in this regard. An international media and gender expert in the UK, Margaret Gallagher, had this to say about GL in an interview for this evaluation: *“The range and scope of its activities is remarkable. The quality of its work is consistently high. I can't think of any other organisation - anywhere - that has covered so much ground in such a short time span. The bringing together of research, training, networks and advocacy at various levels is a very powerful combination, and one that few (if any) organisations have pursued so successfully”*. She was directly involved in three projects of GL: the 2003 GMBS, the 2004 GMAS and attended the 2004 GEM Summit. *“I've been deeply impressed by the professionalism with which each activity is approached, and the speed with which data and reports are published and disseminated”*, she says.

The Chair of the Feminist Division of the International Communication Association, Dr Carolyn Byerly, says that the “GL model ... made a very good impression” at a recent international conference she organised in Germany called the “International Symposium on Women and News” at which the ED of GL delivered a keynote address<sup>6</sup>. She is also trying to promote the work of GL and increasing its visibility by including it in a recent study of global women’s media activism called *Women and Media: A Critical Introduction* (Blackwell, 2006) co-authored by herself and a colleague, Karen Ross. She describes the publications of GL as “excellent and sophisticated”.

Prof. Margaretha Geertsema of Butler University in the USA says that GL is leading the North in relation to innovation and best practise. “I completed an extensive literature review on gender and media in the international context for my dissertation last year, and I found the work by GL to be the most progressive and innovative in the world at this time. I was most impressed with the energy, relevance, and urgency in GL materials. In my opinion, gender politics in the North has lost its edge, with many believing women have obtained equality. I therefore find the GL materials with their focus on gender roles very timely and important - certainly showing the way for the future”.

The conference in Dresden, Germany, referred to above, discussed the GMAS study conducted by GL, which is the first of its kind in the world to investigate the needs of media consumers along gender lines, and which for the time begin to view audiences as citizens, and not only as consumers. Mainstreaming gender into the entire media training curriculum of the Polytechnic of Namibia – a project of GL and PON - also attracted attention and discussion at the conference.

The ED of GL is also a member of the UN Expert Group on gender and the media and made a presentation at a meeting in October 2002 that led to recommendations to the UN Commission on the Status of Women. She is frequently interviewed by students and scholars from overseas and asked to speak at conferences and seminars.

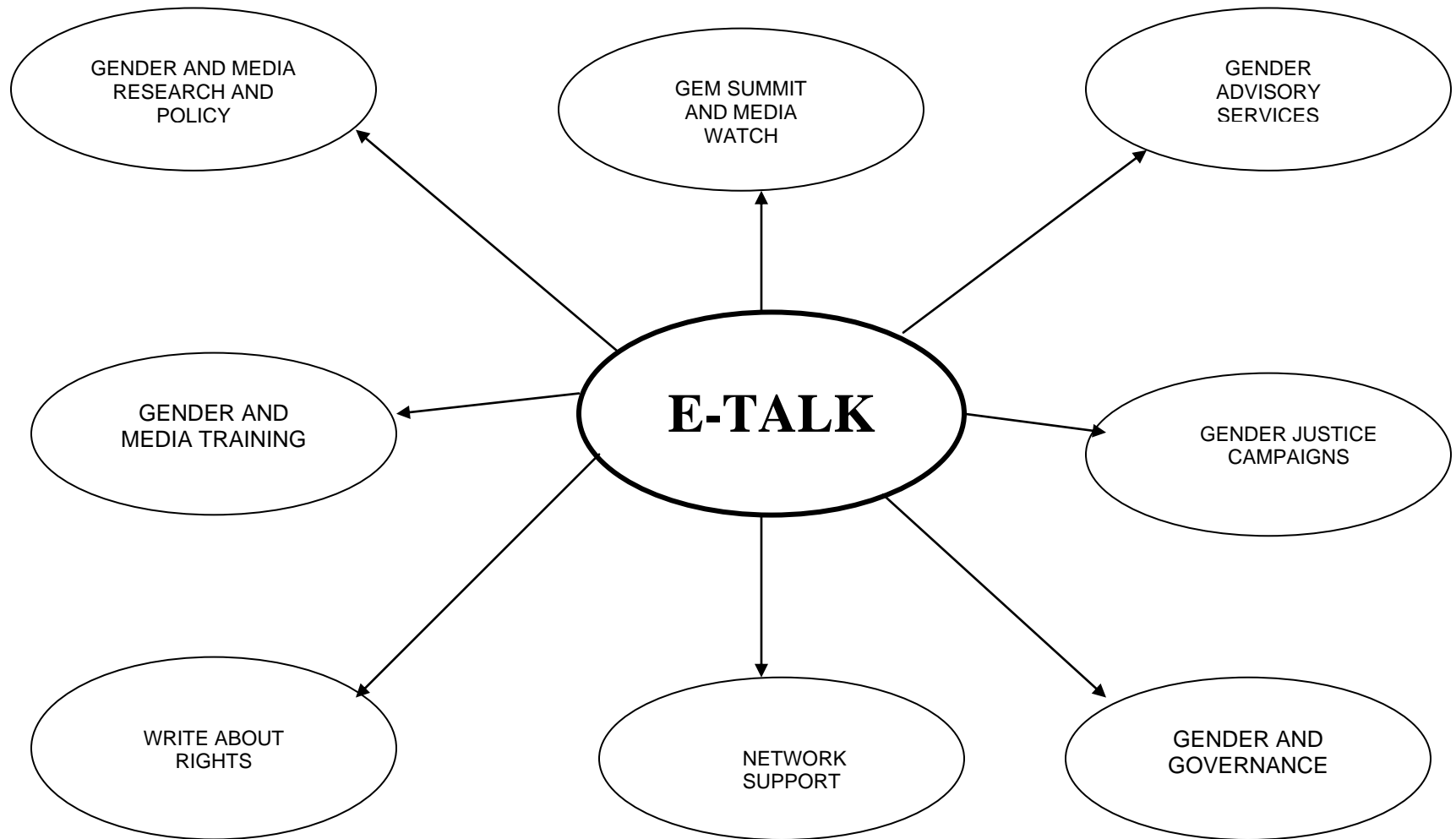
### 5.4 Leveraging the use of IT and publications in programmes

All the programme areas and activities of GL are linked to E-Talk, which is at the centre of GL’s ‘programme wheel’ (see Figure 8).

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<sup>6</sup> The Women and News Symposium was a daylong pre-conference held in conjunction with the annual meeting of the International Communication Association, Dresden, Germany, from 18-24 June 2006. The symposium was sponsored by the Feminist Scholarship Division of ICA, and was attended by 32 researchers, activists and journalists from 12 different nations.

**Figure eight: GL Programme of Action**



E-Talk is short hand for GL's comprehensive IT services including its website, the Cyber Dialogues site, the GL Opinion and Commentary Service, the online Gender Justice Barometer, its list serve of over 2000 subscribers, an electronic photo library, the monthly GEMSA E newsletter and the Virtual Resource Centre. A vast array of hard copy publications and brochures are also produced in relation to all its programmes documenting its quantitative and qualitative research, providing training tools, reporting the content of keynote conferences, annual reports and workshop reports. Publications and communication tools that accompany 'Write about Rights', for instance, include the GL Commentary and Opinion Service, the 4-monthly online Gender Justice Barometer and the production of daily newspapers at international events. Ringing up the Changes is the core handbook for the Gender and Governance programme area and the "I" Stories are central to the Gender Justice programme. (These are only illustrations – GL has produced many more publications). The essential point, however, is that GL leverages its programme work, in relation to documenting research and conducting training and advocacy, through its extensive use of IT communication tools and hard copy publications. It therefore caters for both those linked to IT and those who have to rely on hard copy publications. In any event, a combination of IT and hard copy publications are required for successful training, lobbying and advocacy (irrespective of IT development constraints), as any Northern-based NGO's or international aid organisations well know in terms of their own operations.

### 5.5 Feedback

Comments and suggestions from GL partners and staff in relation to programmes and projects include whether GL should take on more gender and media themes or limit themselves for a period of time to more extensive implementation and awareness raising across many more media houses and institutions in the SADC region of themes and issues already identified by the GMBS, the GMMP, GMAS and others. The following comments succinctly capture many others in this regard: "There is already enough work for 10 years. Some are still taking the GMBS around their countries" and "GL has a huge output – they should confine their work and do it [entrench it] well".

GL has endeavoured and asked its partners to share their programmes of action and intended projects with each other in order to map this terrain to identify gaps and to avoid duplication. An example of such an effort was the annual Media Partners Consultation hosted by GL and funded by NiZA in 2005. These efforts have resulted in much greater cohesion within the media and NGO sector than existed in the past. The existence of the Media Action Plan on HIV and AIDS and Gender is the most extensive collaborative effort of this kind and bear testimony to these efforts. There is still, however, reluctance in some quarters to share programmes of action to ensure synergy, and this raises the possibility of incidental duplication of projects.

A few commentators have proposed that the work of GL must also be targeted at poor communities: "We must reach more people and not only on an intellectual level". GL targets mainly the mainstream media (state and privately-owned media) and appears to enjoy limited relationships with community media, who are much more inclined to target poor communities in more rural areas outside of capital towns and cities. This is an *acknowledged area of weakness by GL*, that has arisen as a result of the need to target media efforts where it has the widest reach, and also in light of the fact that the community media sector is not well organised in many countries at a collective institutional level and in many instances are still engaged with serious sustainability and organisational development challenges. However, GL works with community based organisations in its Gender Justice campaigns and with local government has begun to widen the scope of its work and give more direct meaning to the slogan "making every voice count".

Arising from questions (emanating from donors) about whether GL includes gays and lesbians as an area of focus, GL says it has no specific focus on them because the issue is mainstreamed in its work and gay and lesbian issues are covered regularly in the GL Opinion and Commentary Service. A recent example is two articles on gays and lesbians in Mauritius: a topic barely ever covered by the media there. GL also points out that donors have never directly raised this issue in discussion with them. GL does, however, engage with gay and lesbian groups and in meetings with them they have indicated to GL the importance of mainstreaming the issue. For example, in the draft National Action Plan to End Gender Violence in

South Africa, a question on gay and lesbian groups will be posed to each working group cluster to ensure that this issue is mainstreamed.

*Overall, the programme areas of GL are mission-driven, coherent in design and conceptually well-linked and integrated in terms of achieving as much impact on societal transformation as possible by focusing on policy makers at the level of the media and in governmental institutions, focusing on media practitioners in the state, private and community media and focusing on gender NGO's and women decision makers and the broader public.*

## **5.6 Projects: Two Case Studies**

### **5.6.1 Gender, Media and Elections Project**

This project is located within the Gender and Governance Programme of GL that has four main focus areas: The first was the research conducted into the qualitative difference women politicians made in Government and that was published in the book "Ringling up the Changes: Gender in Southern African Politics". The second major focus area is the campaign of the Gender Protocol Alliance in elevating the status of the 1997 SADC Declaration on Gender and Development to that of a Protocol. The third focus area is the Gender, Media and Elections Project and more recently the fourth focus area has been established as Gender in Local Government. GL tries to focus on different thematic areas of training each year, and in 2004/5 the focus was on Gender, Media and Elections training, given that 8 SADC countries were scheduled to hold national elections in that year.

#### **Description**

In 2004/5 GL conducted workshops in 7 Southern African countries that were to hold national elections with financial support from NiZA. The countries, and the order in which the 5-day workshops took place, were: South Africa, Malawi, Botswana, Namibia, Mozambique, Angola and Mauritius. The report of these workshops says: "Overall, the report shows how a targeted and well-timed approach to gender and media training in the newsroom can yield substantial coverage and public debate on women's participation in decision-making". Furthermore, while many election reporting workshops have taken place in the SADC region over the last decade, "these have failed to integrate gender equality as a key consideration in media coverage of elections".

The objectives of the project were:

In relation to the media:

- To advance the gender awareness and skills of the media in Southern Africa by running training courses on gender and democracy for media practitioners in 7 SADC countries preparing for elections.
- To gauge the extent to which commitments by SADC governments to achieving 30% women in decision-making by 2005 is honoured.
- To increase media coverage of this issue and contribute to the campaign to bring about gender equality in decision-making.
- To assist the media in understanding how gender equality is integral to citizenship, democracy and freedom of expression.

In relation to women in politics:

- To identify key issues in the elections, including sharing the findings of the GL study: "Ringling up the Changes: Gender in Southern African Politics"
- To identify issues of concern by women in politics in their dealings with the media and vice versa
- To build relationships between women in politics and media decision-makers and practitioners
- To empower women politicians with practical skills for dealing with the media; and
- To assist the media in thinking through gender dimensions of election coverage.

The Gender and Media Baseline Study of 2002/3 found that while women in the SADC region comprise 19% of Members in Parliament, they only comprise 8% of the sources in the 'political occupation' category. The GMBS qualitative monitoring provided "numerous examples of women politicians being

referred to according to their family status, being humiliated in Parliament or made the subject of public ridicule in ways that breach basic ethical standards". Women are therefore either invisible or portrayed in ways that often demean their standing. To a considerable extent the fact that women have not enjoyed the same level of exposure to the media as men, also means that women are reluctant or wary in their dealings with the media. In 2003 GL undertook the first ever study on the qualitative impact of women in politics in the SADC region in a publication entitled "Ringing up the Changes: Gender in Southern African Politics", that showed that women made a marked difference to policy and law "where they are represented in sufficient numbers, work in an enabling environment and are empowered to operate effectively".

The workshops targeted both mainstream media practitioners and women in, or aspiring to, political office. A combination of seminars and newsroom training took place supported by an electronic Gender, Elections and Media Resource Centre and linkages with local networks that could provide ongoing commentary and information.

The basic format of the workshops consisted of a one-day seminar targeted at the media and including a panel of women politicians speaking about their experiences with the media. This was then followed by a one-day seminar targeted at women politicians covering basic media skills at which a panel of editors spoke about what they look for in news coverage. The next step would be the option of newsroom training that would be tailored according to the requirements and time-availability of media houses. Even when these courses were very short, they usually involved journalists and editors, giving them a *shared* understanding of gendered election coverage and issues. It is vital that editorial executives in the media are also targeted in training, so that they will support the applied learning of their journalists in practise. All the workshops included newsroom training. This ranged from a half-a-day in bigger media houses such as the South African Broadcasting Corporation and the Malawi Broadcasting Corporation, to one to two hour sessions in smaller media houses. Brainstorming sessions were included in all the media workshops on story ideas for media coverage. These ranged from straightforward stories about how well a country was doing in terms of honouring its obligations in relation to the SADC Gender and Development Declaration to ways of ensuring that women's voices are covered in election issues, to the profiling of women candidates. The seminars targeted at women politicians always included a (very popular) recorded mock television interview, including a studio audience, which was played back so that the women, and the editors and journalists present, could critique their performances. These sessions ended with short profiles of each politician and their contact information to develop a quick directory of women politician sources for the media.

Variations of the format above took place in some instances where the two one-day seminars were combined to provide more time for interaction between journalists and women politicians and in some countries the seminars were conducted one day after the other and others at the beginning and the end of the 5-day period. In most countries the workshops included the formal launch of the GL study "Ringing up the Changes". This raised the political profile of the workshops and helped to attract more media attention. In South Africa additional special sessions were arranged with media trainers in tertiary training institutions and in Namibia students at media training institutions also participated in the media seminars.

The final stage of the project involved qualitative monitoring of the coverage after the training in the period leading up to, and directly after, the elections, to determine whether the training had impact. At the GEM Summit in 2004 consultants from participating countries that had already implemented their workshops, presented case studies on these workshops.

### **Outputs of the workshops**

- An electronic Gender and Elections Resource Centre was created for these workshops and was tested at the workshops. This electronic Resource Centre complements the Virtual Resource Centre of GL, which is widely used in training. This new tool can be shared with training institutions in the SADC region through the Southern African Media Trainers Network (SAMTRAN).
- The training included 15 seminars, 42 newsroom training sessions and 4 sessions at media training institutions.

- In total 563 people participated in the workshops of which 293 or 52% participated in newsroom training. Of the 563 participants, 410 overall were media practitioners.
- The majority of participants were women, except in Malawi (where the media is heavily male dominated). Overall, approximately one third of the participants were male.

**Table 7**

**Overall number of participants in each country according to each type of training**

Workshop	South Africa	Malawi	Mozambique	Botswana	Namibia	Angola	Mauritius	Total
Women Politicians	60	17	12	28	13	0	23	153
Gender, Media and Elections	23	21	6		29	12	26	117
Newsroom Training	94	68	14	34	30	10	43	293
<b>Total</b>	<b>177</b>	<b>106</b>	<b>32</b>	<b>62</b>	<b>72</b>	<b>22</b>	<b>92</b>	<b>563</b>

### Outcomes

GL collected a large number of media clippings in its monitoring of the workshops after they were conducted. These qualitatively show enhanced coverage of the gender dimensions of democracy as part of the media coverage of elections in these countries. The overall view of media practitioners and monitors were that their had been a significant increase in this type of coverage.

- In Malawi, many newspapers and radio stations made a special effort to feature women politicians and to comment on the under representation of women in politics. The representation of women increased from 8% in 1999 to 17% in Parliament in 2004 – a substantial increase.
- In Namibia, media students of the Polytechnic of Namibia produced gendered coverage of the election in the form of a news agency. This copy was used extensively by The Namibian and other mainstream media in the country.
- In Botswana, the media raised an outcry when elections results showed a decline in women's presentation, and this in turn had a definite impact on the number of nominated women MP's and the number of women appointed to the Cabinet.
- In Mauritius the ruling party boycotted the women in politics seminar after facing tough questions during a multi-party panel at the Gender, Elections and the Media seminar. The media took up the matter vigorously and criticised the government for failing to deliver on its gender promises. The ruling party later lost the elections, and a number of opposition candidates who attended the seminar, became MP's and cabinet ministers. The number of women MP's in Mauritius has risen from 5.6% in 1999 to 17% in 2004. In an interview conducted for this evaluation with a women cabinet minister, a university lecturer, the President of the Media Watch Organisation and others, they said that the workshop in Mauritius had generated considerable media coverage, had put the (then) ruling party's lack of gender empowerment under the spotlight, and had forced opposition parties to make key commitments in relation to gender equality.
- Monitoring conducted by the Media Monitoring Project of South Africa of 40 media houses in South Africa in 2004 shows that women sources in election coverage increased from 13% in the 1999 elections to 22% in the 2004 elections. (However, one women politician alone accounted for 17% of this figure). South Africa had already achieved 30% women in Parliament in 1999, and this increased to 32.8% in 2004. Subsequently the media intensively reflected the debate whether gender complacency had set in, and this debate in turn resulted in the appointment by the President of 4 women provincial premiers (up from 1) and raising the proportion of women cabinet ministers from 30% to 42%. President Thabo Mbeki has often said he would welcome a woman as the next president of the country, and is definitely establishing a legacy for empowering women in politics.

- There were increases in the number of women in parliaments in at least four countries – Malawi, Mozambique, South Africa and Mauritius. Namibia showed a fractional decline and Botswana a marked decline. Angola keeps on postponing its next election, and is expected to hold it in 2008.

GL has directly benefited from these workshops by adding a Gender, Elections and Media section to their website, GEMSA increased its membership and the GL data base was expanded by 563 names. GL continued pro-actively after these workshops to expand its Gender and Governance programme in terms of training women politicians at local government level in South Africa, and intends to do so in other SADC countries as well.

A definite *weakness* of the project, reported by GL itself, was the lack of quantitative monitoring after the training. It is seeking to develop simple generic monitoring tools that can be used to quantitatively monitor impact of training as reflected in media coverage after such activities.

*Owing to the success of the high number of journalists reached through newsroom training, GL is now seriously considering using this form of training much more extensively. It is very cost effective in logistical terms, because it does not involve the overheads of venue costs, transport and accommodation of participants associated with off-site training. However, it exacts a high human cost and is an important justification for having a full time training co-ordinator. The MAP on HIV and AIDS and Gender, in which GL leads the policy wing and that aims to ensure that 80% of media houses have policies by 2008, provides a strategic entry point for newsroom engagements. Another significant development is that following the release of its Glass Ceiling Study in August 2006, the Southern African National Editors Forum (SANEF) has asked GL to undertake a gender audit of newsrooms in South Africa as part of MAP. This will open the door to much direct engagement with South African newsrooms.*

#### **5.6.2 The Gender Links Opinion and Commentary Service**

The Gender and Media Baseline Study (GMBS) that was conducted by GL in collaboration with MISA in 2002/3, showed that women's voices were severely under-represented in the media and that the coverage of gender issues was just two percent of overall coverage, pointing to the need for gender mainstreaming in the media.<sup>7</sup> Gender mainstreaming is understood in this report to be the process of assessing the implications for women and men of any planned action in media at all levels. It is a strategy for making women's and men's voices and experiences an integral part of design, implementation, monitoring and evaluation of policies and programmes in all spheres so that women and men benefit equally and inequality is not perpetuated. The purpose is to achieve equality, in this case, focusing on equality in all media spheres.<sup>8</sup> Gender mainstreaming is the most efficient and equitable way to use existing resources for bringing about gender parity in and through the media, because it takes into account the concerns of both women and men.

It is against the above background that in September 2003, a group of gender and media activists met, with the support of GL and HIVOS, to develop a strategy which would ensure that the voices of men and women are both included in the opinion and commentary sections of mainstream newspapers, radio stations and wire services. The result of this meeting was the launching of the Gender Links Opinion and Commentary Service (referred to as the Service hereafter). The Service, from 2003 up to now, became one of several strategies emanating from the GMBS, to be successfully used by GL to make the voices of women count in the media. The Service was developed as a strategic tool to increase the gender content of leader and opinion pages of mainstream media print publications in the Southern Africa Development Community (SADC) region.

A team of 17 participants, including other opinion shapers interested in promoting gender equality, produced opinion and commentary pieces for the 'Sixteen Days of Activism Against Gender Violence' campaign from 25 November to 10 December 2003. This marked the beginning of the Service, which at

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<sup>7</sup> Moolman, J. 2004. Building Bridges in Getting it Right, Gender and Media in Southern Africa, p.158.

<sup>8</sup> Adapted from Commonwealth Secretariat, 2002. Gender Mainstreaming in HIV/AIDS, p.14

the end of the first year, proved to be an important and workable strategy in increasing the gender content in mainstream media.

This was the beginning of the achievement of the objectives of the Service, which are “Developing the ability and confidence of women writers” and “Raising awareness of gender among editors”. Connected to the first objective are issues of power, having a voice and privilege. While the Service aimed to produce 10 opinion pieces each month from around Southern Africa on topical news items, it was also mindful of the fact that women were denied a voice in public spaces dominated by self-appointed opinion shapers, the majority of whom were men. It was therefore desirable to gravitate to a situation where the spaces were systematically opened to people, particularly women, who lacked opportunity to express themselves *without mediation by journalists and editors*.

The second objective of raising awareness of gender among editors was articulated after noting responses of editors and journalists most of whom were men, towards the inclusion of gender in their everyday work in media houses. There was a clear lack of gender content in newspapers. The Service sought to correct the absence of gender perspective in the media by training journalists and activists to write articles illustrating how gender issues affected all people in their everyday lives. These articles reflect women in all their diversity, which challenges damaging and stereotypical depictions of women in the media.

While the successful running of the inception workshop and the subsequent mobilisation of opinion and commentary pieces around the ‘Sixteen Days Against Gender Violence’ gave the Service a sound beginning, limited funding only allowed for a part-time Editor to run the service. Because the work involved not only co-ordination of a network of writers, but also finding markets, putting in place a tracking strategy to monitor media use of the articles, plus a series of theme pieces that could be marketed more effectively and redesign of the website to make it easier to search for articles, a full time Editor was recruited in June 2004. It was only possible to engage a full-time Editor through combining project funding since GL did not have core cost funding to accommodate the growing demands of the Service. Additional targets set for the Editor included the recruitment of at least thirty new writers each year together with information of their experience in writing as well as outcomes of articles published to facilitate the measurement of the qualitative impact of the service more effectively. The establishment of GEMSA has enhanced the efficiency and effectiveness of the Service as GEMSA country representatives assist with marketing the service and tracking media usage at a small fee.

The Service was improved and developed through training workshops for women politicians in countries preparing for elections during 2004. In addition, GL presented a case study of the Service to editors at the GEM Summit in September 2004. To strengthen it, suggestions were made for a marketing drive and for the commissioning of topical stories on mainstream events, with a view to making the service more relevant to current issues of the day.

To further publicise the Service, GL issued a special bulletin of the Service in conjunction with the Sixteen Days of Activism campaigns in 2004 and 2005. The introduction of the “I” Stories during these campaigns opened a new window of opportunity for the Service. The “I” stories are a series of articles written by survivors of gender violence as well as reformed perpetrators.

These stories proved to be very popular with the media and accounted for their greater use by the mainstream media. The “I” Stories have also been published in the form of two booklets.<sup>9</sup> The “I” Stories were motivated by the need for ordinary people, especially women who normally do not have the power, voice and privilege to speak out, to finally have a chance to do so. To quote J. Moolman, former Editor at GL, in the GL Annual Report of 2004/2005: “The ‘I’ is me, **sharing my thoughts**, my experience, my perceptions and my stories”. She goes on to explain that in the context in which women are encouraged to talk against forms of oppression like gender violence, HIV and AIDS and poverty, locating the “I” as the authority of experience is critical. When women are able to write, using their own words, about their

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<sup>9</sup> The “I” stories, City of Johannesburg Councillors Speak Out  
The “I” stories, Speaking out on gender violence in Southern Africa

experiences, without interference from others, that this is empowerment that eventually leads to change in themselves and in society, which hitherto was responsible for opening spaces for voice to mostly men.

The later hard copy publication of the “I” Stories therefore has its roots in the Service that “provides fresh views on everyday news”, that is, personal views written from a gender perspective for distribution to the mainstream media. GL initiated the Service to provide both alternative content, and more diverse representations of women and men in the media, thereby challenging stereotypical depictions of women.

The “I” stories constitute an example of the kind of stories that the mainstream media is often not able to access and this has helped GL to define its niche further. These stories are marketable and achieve the objective of projecting new voices in the mainstream media.

The special theme series of Sixteen Days, Beijing Plus Ten, the Gender and Local Government project, the SADC and Gender 2005 campaign and the Millennium Development Goal (MDG) Summit, have provided focus and depth, as well as becoming marketing prospects for the GL Opinion and Commentary Service. It is also important to note that the stories used are not exclusively published as opinion and commentary, but also as feature articles and even as news stories.

#### 5.6.2.1 Articles Produced and Published

**Table 8: Targets and indicators for the GL Opinion and Commentary Service 2004/2006**

OUTPUT		OUTREACH		OUTCOMES	
Achieved	Target	Achieved	Target	Achieved	Target
2004	2005/06	2004	2005/06	2004	2005/06
8.8 articles per month	10 articles per month	9 regular contributors	10 regular contributors	3 case studies of follow up to stories	10 case studies per annum of follow up to stories
Replication of 1.01	Replication of x1.5 in 2005 and x2 in 2006	19 new contributors	30 new contributors	3 case studies of individual impact	10 case studies per annum of individual impact

*Source: GL Action Plan March 2005-February 2006*

Table 8 above shows summaries of baseline data for the GL Service from 2004 to 2006, as well as proposed targets/indicators for the upcoming period. From July to December in 2004 a total of 53 articles were produced. On average, the Service produced 8.8 stories per month and on average these stories were used at least once a month. The months November/December during which most articles were published, coincided with special projects undertaken by GL and partners. For instance, the 28 articles produced in this period resulted in 35 press clippings in November/December and were linked to the Sixteen Days Bulletin. The average number of articles written per month was 14 while average usage per month was 1.25. The overall average figures may hide the extent to which some opinion pieces receive higher replication than others.

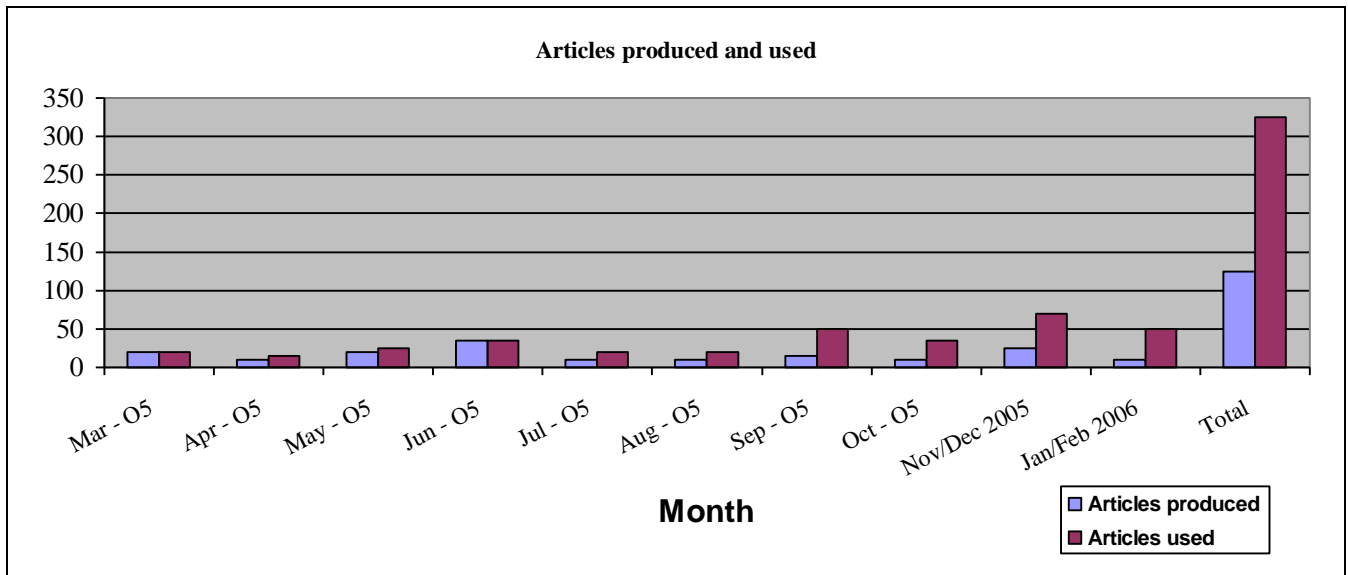
Table 8 also shows that there were 9 regular contributors and 19 new ones. Significant outreach by the Service was therefore achieved and in terms of outcome, there were some case studies conducted about the stories.

Table 8 goes on to show targets or indicators for 2005/06 in connection with articles to be written per month, replication by mainstream media, targets regarding regular contributors and new ones, and indicators relating to outcomes. Achievement of these targets clearly shows progress of the Service.

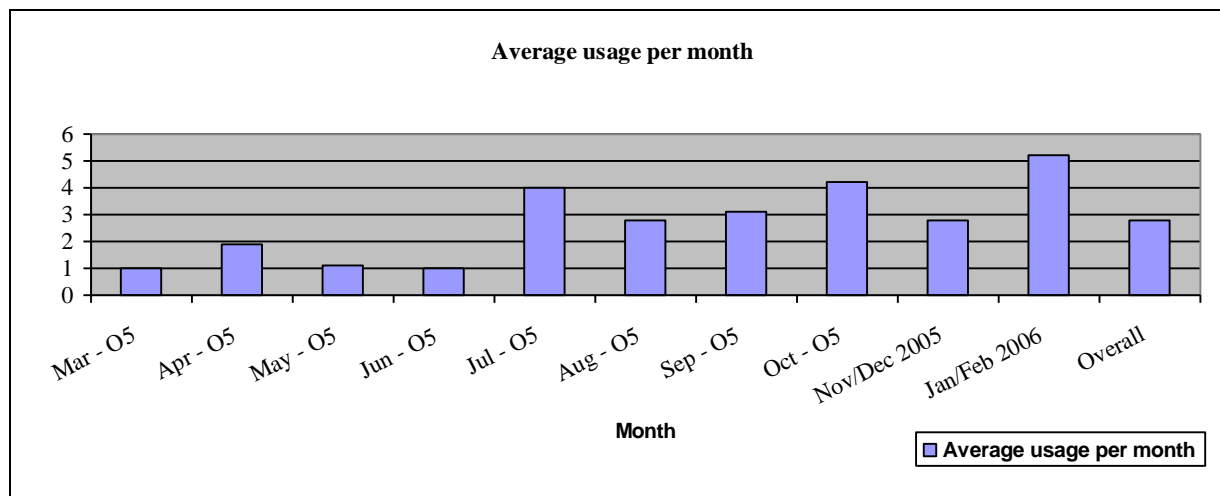
The analytical tables and graphs below show whether or not the GL Opinion and Commentary Service met its 2005/06 targets.

**Table 9: Articles produced and published**

Month	No produced	No of clippings	Average use
March 2005	15	15	1
April 2005	8	14	1.8
May 2005	13	15	1.2
June 2005	25	26	1
July 2005	6	24	4
August 2005	9	25	2.8
September 2005	17	53	3.1
October 2005	8	34	4.3
November/December 2005	24	67	2.8
January/February 2006	10	53	5.3
<b>Total</b>	<b>126</b>	<b>326</b>	<b>2.6</b>



**Figure nine: Average usage of the GL Opinion and Commentary Service**



Average produced per month: 10.5

Average usage per month: 2.6

Source: GL Board Meeting 25-26 March 2006 Key Documents

The three-part Figure 9 above indicates the number of articles produced during the listed months, against the number of clippings (the number of times articles from the GL Opinion and Commentary Service were reproduced) and the average usage per month. The average number of articles produced per month during the period March 2005/February 2006 is 10.5, showing an increase of 1.7 from the 2004 average figure of 8.8. Clearly the GL Service is increasing in popularity and relevance as shown by these figures. During the years 2004/6, the increase in the usage of clips is linked to certain topical events implemented by GL and its partners. For example the 53 clips in September 2005, were linked to the commissioning of articles specifically on Gender and the Millennium Development Goals (MDGs). Writers from a number of countries across the region, including “expert” writers as well as “I” Story articles were commissioned. The “I” Stories were intended to give life to the theoretical analysis provided by experts. Likewise, the 67 clippings in November/December 2005, as in the preceding period (2004), were associated with the ‘16 Days of Activism against Gender Violence’ campaign that took place throughout the region.

*In addition to the articles generated during particular campaigns and projects, the GL Service has grown exponentially over the last year. In the period June to December 2004, of the 31 articles produced, there were 19 clippings. In the same time frame in 2005/2006, there were 229 clips produced from the 89 articles issued by the service. This represents an increase of 287% in the number of articles produced and 1205% in the number of clippings during this period.*

GL says that the phenomenal increases are due to a number of factors, including the following:

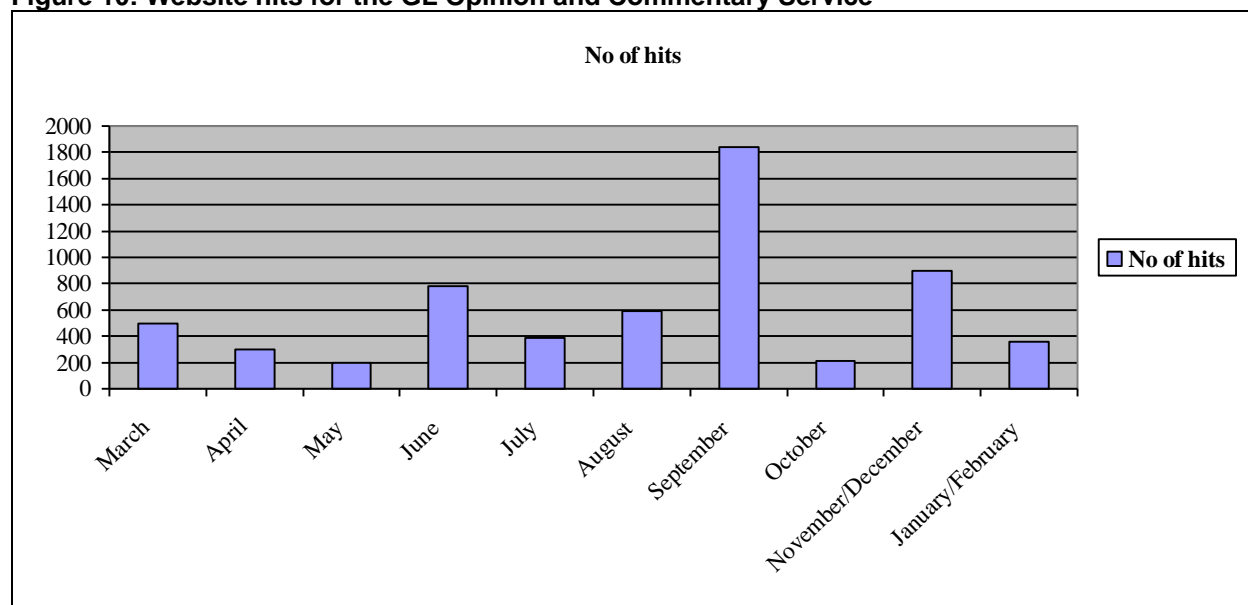
- The presence of a dedicated editor for the GL Opinion and Commentary Service
- Strengthened relationships with marketers and editors in the region, particularly in South Africa where the service is based
- More awareness of the kind of content that has regional appeal
- Producing content that is topical and current
- The awareness in the region of the GL Service as a space where writers can submit their work and receive exposure that has resulted in an increase in the number of writers to the service.

**Table 10: Location of contributors**  
(note some articles had multiple writers)

Country	Number of writers
Lesotho	4
Malawi	4
Mauritius	7
Mozambique	1
Namibia	6
South Africa	79
Swaziland	3
Tanzania	3
Zambia	5
Zimbabwe	14
Africa-outside SADC	9
International	4
<b>Total</b>	<b>139</b>

The table above shows the location of writers per country. The majority of writers are from South Africa, followed by Zimbabwe and then Mauritius. *More effort is required to encourage more writers from other countries in the region.* This will contribute to the increase of gender awareness in and through the media in different countries, as well as enhance and develop writing skills and capacity of contributors within these countries to articulate gender concerns in the public space.

**Figure 10: Website hits for the GL Opinion and Commentary Service**



Source: GL Board Meeting 25-26 March 2006, Key Documents

It is reported that a total of 6095 hits were received on the GL website by visitors to the GL Opinion and Commentary Service. The website usage of the Service also increased during the months of September and again during November/December because of the production of articles as part of the MDGs project and the 'Sixteen Days' campaign, as shown in the table above.

#### 5.6.2.2 Thematic Areas of Interest

Although the GL Editor may commission articles that cover diverse issues, most articles are commissioned under the following six thematic areas:

- HIV and AIDS

- Gender violence
- Gender equality
- Politics
- Local government
- Media

Articles have, however, been produced on another 19 themes<sup>10</sup>. Table 11 below reflects these 19 themes under the general category of 'other'.

**Table 11: Opinion and commentary service- themes and articles**

Theme	Number of articles
Gender and violence	59
Local government	31
Gender equality	26
HIV and AIDS	23
Politics	20
Media	19
Other	48

Source: GL Board Meeting 25-26 March 2006, Key Documents

#### 5.6.2.3 Sustainability of the GL Opinion and Commentary Service

Both quantitative and qualitative evidence point to the viability of the project. The service is of great interest and use to those who seek to change and influence the gender content of the media as well as media decision-makers looking for media diversity. According to GL, the project seeks to ensure that the service has sufficient capacity and capitalises on different GL projects and campaigns in terms of providing writers with themes. It provides a training tool for trainers by giving them access to materials by which to demonstrate gendered journalism and it provides an example to working journalists of how to 'engender' their work. At the same time the media is offered content and benefits from a gendered commentary service. And of course it gives greater voice to women. *Core cost funding from more than one donor would take the service to greater heights, with benefits that include the expansion of space to accommodate more women's voices and paving the way for improved gender equality in the media and in terms of the media's impact, also in other sectors.*

#### 5.6.2.4 Outcomes and Impacts of the GL Opinion and Commentary Service

The service has empowered journalists and others to write gendered pieces for circulation in mainstream media. Gender mainstreaming is taking place across the media sector, as a result of training and direct infusion of articles written from a gender perspective, thereby leading to gender equality and equity. Interview responses in Zimbabwe are a testimony to the fact that the training given to the participants, who later produced and are still producing articles for the Service, was invaluable. *The Standard Newspaper in Zimbabwe has even gone a step further, by creating a regular opinion and commentary column in which articles from the Service are published.*

- The "I" stories, which are part and parcel of the Service, provide both alternative content and alternative representations of women and men in the media, thereby challenging stereotypical representations and presentations of women in the media. The need to expand this Service speaks for itself – the Service is only scratching the surface as sexist attitudes and stereotypes remain one of the major impediments to the achievement of gender equality. Mass media plays a key role in shaping public attitudes. The infusion of gendered articles in the mainstream media is therefore of prime importance as they have the effect of influencing the attitudes of the consumers of news, who are the public.

<sup>10</sup> ICTs, human rights, health, economics, disasters, culture and tradition, child abuse, education, children, war, young women, trafficking, sustainable development, sexuality, sex work, reproductive health, religion, poverty, land and justice system.

- The rapid increase in the number of articles and their use over a period of about three years, from the inception of the Service in September 2003 to February 2006, is phenomenal, but also indicates that the Service is meeting a real need of the people in the SADC region. An interviewee put it this way: "GL is a small non-governmental organisation working in 13 countries, but has large foot prints".

#### 5.6.2.5 Lessons Learned

- The Service faces the challenge of constantly grooming new writers and some writers may need more mentoring than others. However, there is a pool of experienced writers who can and do write articles whenever requested.
- Not all stories are published by the media, or across all countries in the region.
- Although the Service is clearly targeted at the print media, it is also being used by some radio stations. A station in Namibia for example, has used an opinion article as the basis for a talk show. *As already noted elsewhere, GL is considering the introduction of a broadcasting format for the Service on an IT distribution platform.*

Because media houses want to make profit from the sale of their newspapers, they may want to exclude gender coverage from their publications, as there is a belief that gender does not sell. The GMAS (gendered audience research) is being used to counter this assumption. But a key challenge for the Service is also to generate copy that puts the assumption to shame by producing compelling articles that are news and issue-driven and styled in a way that attracts a broad audience.

## 6. PARTNERSHIPS AND NETWORKS

GL was described by one of its partners in this evaluation as a “small organisation with large footprints.” As a *small but catalytic* organisation that aims to “promote gender equality in and through the media” across the Southern African region that spans fourteen countries, GL works on the basis of a simple guiding philosophy of thinking globally, acting locally and reaching out regionally. Faced by the need to influence the media (one of the most resistant institutions to change) not only to be sensitive to gender issues, but to mainstream gender across its activities, GL had the foresight to recognise that their best hope of making an impact rested in forming strategic alliances.<sup>11</sup> Operating in an environment of serious resource constraints, GL did not want to establish a bureaucracy of country offices across the region, nor did it want to expand its office in Johannesburg into an overly large office. It therefore decided that partnerships would be the most strategic method of accomplishing its aims and cascading its work.

*The extent and range of partnerships for an organisation (see Table 2) only 5 years old is phenomenal. The organisation has worked with over 40 bilateral partners in the region and a similar number in all nine provinces of South Africa – the latter mostly in the Gender Justice sector. Table 2 reflected in section 2.2 of this report (Mapping of key GL Activities by Country and Partner: 2001 - 2006) is relevant to this section. It reflects 28 projects conducted in cooperation with more than 40 partner organisations. Some of these partner organisations are reflected in the Table below.*

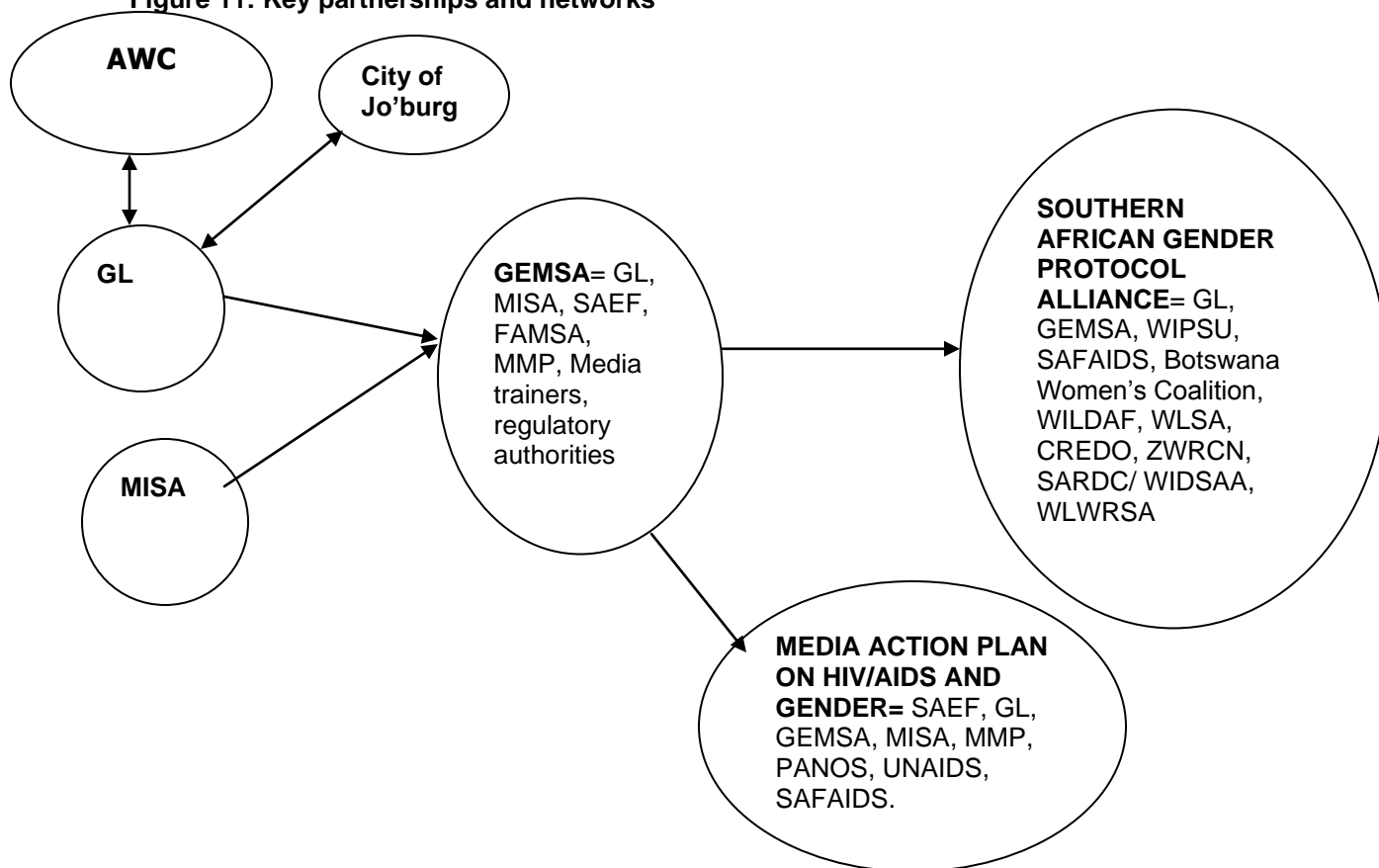
**Table 12: GL Partner Organisations extrapolated from Table 2**

A range of Gender Justice NGO's, community radio stations and local newspapers in all 9 provinces of South Africa – estimated at approximately 40 partners	NSJ Southern African Media Training Trust	US – University of Swaziland
MISA – Media Institute of Southern Africa	PON – Polytechnic of Namibia	TGNP – Tanzania Gender Networking Programme
GEMSA – Southern African Gender and Media Network	SAGEM – South African Gender and Media Network	UEM – Eduardo Mondlane University (Mozambique)
UNDP – United Nations Development Project	MMP – Media Monitoring Project of South Africa	UM – University of Mauritius
UB – University of Botswana	GAP – Gender Advocacy Project (SA)	SAEF – Southern African Editors Forum
SADC GU – SADC Gender Unit (Botswana)	IAJ – Institute for the Advancement of Journalism (SA)	MBC – Mauritius Broadcasting Corporation
BOMWA – Botswana Media Women's Association	NUL – National University of Lesotho	SAFAIDS – Southern African Forum for AIDS (Zimbabwe)
WLSA – Women in Law in Southern Africa	MAWA – Media Arts Watch (Lesotho)	WLWRSA – Women Land and Water Rights in Southern Africa
MIJ – Malawi Institute of Journalism	SMEGWA – Swaziland Media and Gender Watch Association	ZAMCOM – Zambia Institute of Mass Communication
MWO – Media Watch Organisation (Mauritius)	IMC – Institute of Mass Communication in Swaziland	ZWRN – Zimbabwe Women's Resource Centre Network
PILS – Aids organisation in Mauritius	TAMWA – Tanzanian Media Women's Association	SARDC – Southern African Research and Documentation Centre (Zimbabwe)
MMPZ – Media Monitoring Project of Zimbabwe	ZAMWATCH – Zambia Media Watch	GEMZI – Gender and Media Network of Zimbabwe
10 National Chapters of MISA and the MISA Regional Secretariat	10 GEM/GEMSA national networks	<b>* There are a few more partner organisations in Table 2 that are not included in this Table</b>

<sup>11</sup> Lowe Morna C. 2005, Results Assessment of work done in networks and coalitions: Case Study of GL – A paper presented at HIVOS Results Assessment Workshop in 2005.

Beyond these bilateral partnerships GL also works with an **umbrella network**, GEMSA, and three **alliance (multilateral)** partnerships: The (Southern African) Media Action Plan on HIV and AIDS and Gender, the Southern African Gender Protocol Alliance and the partnership on 365 Days of Action Against Violence in South Africa. The way in which these core partnerships have evolved is illustrated in the diagram below. All these, but particularly GEMSA, can collectively be described as a **gender and media movement** in Southern Africa, which has largely arisen from the programmes, initiatives and networking efforts of GL. Furthermore, GL is continuously approached to form new partnerships and initiates new partnerships as and where appropriate.

**Figure 11: Key partnerships and networks**



Partnerships can take various forms. In some partnerships GL is a leading organisation (e.g. GEMSA and the Southern African Gender Protocol Alliance) and in others it is only a member (e.g. SAMTRAN, the Review of Public Media Institutions led by the Freedom of Expression Institute (FXI), the 50/50 campaign led by Gender Advocacy Project (GAP) and the One in Nine campaign led by People Opposed to Women Abuse (POWA) - a South African campaign that draws attention to the fact that only one in nine rape cases are successfully prosecuted.

Partnerships and networks are a two-way process that partners enter into willingly on the basis of mutual interest, but in which self-interest also needs to be spelt out clearly. Conflicts are inherent to partnerships and must be expected to arise. The pertinent issue is therefore not about the fact that they arise, but how they are managed. GL tries to pre-empt and manage conflicts through the development of comprehensive Memorandums of Understanding (MOU's) and contractual agreements with partners.

## 6.1 Examples of key bilateral and multilateral partnerships

### 6.1.1 The African Gender and Media (GEM) Initiative (Multilateral)

An alliance between GL, the African Woman and Child Feature Service (AWC) based in Nairobi and the Africa office of Inter Press Service. This is the earliest of GL's networks and the one that gave rise to the GEM name and concept. These three organisations have worked together in producing GEM newspapers and inserts at several international conferences as well as in different bilateral formations. For example GL and AWC (both HiVOS grantees) are collaborating in extending the *Ringing up the Changes* study to East Africa and AWC director Rosemary Okello recently spent time at GL offices studying its systems and operations with the support of HiVOS.

### 6.1.2 City of Johannesburg (Bilateral)

GL has had a long standing partnership with the City of Johannesburg that dates back to its early work on the Sixteen Days of Activism campaign in which each year the City has been a key partner, hosting events, launches, stock taking sessions and in the latter years serving as a hub for the Cyber Dialogues. In 2004, the City and GL co-hosted a major event to commemorate "Ten Years of Herstory" as part of celebrations of the ten years of democracy in South Africa. In 2004/5, this relationship was deepened through a unique year-long capacity building project for councillors supported by the Mott Foundation called *Gender, Communications and Local Government* that led to the City developing a draft gender policy; a book of "I" Stories (Gender and the City of Johannesburg) and to councillors facilitating Cyber Dialogues in community halls, offices and libraries in the eleven regions of the City. At the initiative of the City, and as part of the commemoration of the 50<sup>th</sup> anniversary of the women's march against pass laws in South Africa, GL and the City are conducting workshops in all eleven regions on developing an action plan to implement the gender policy. Among the programmes being discussed is the mainstreaming of gender in Soccer 2010 as part of the City's objective of ensuring a sustainable social legacy to this momentous event for South Africa and the region. GL will be helping to develop a communications strategy on "Gender, Jo'burg and Soccer 2010." GL's ongoing and maturing relationship with the City where it resides is one of the most grounding of its partnerships and one that gives meaning to the philosophy of "acting locally, thinking globally and reaching out regionally."

### 6.1.3 MISA (Bilateral)

With its agenda of transforming gender relations in and through the media, GL formed a strategic alliance in its early days of formation with the Media Institute of Southern Africa (MISA). MISA is a membership organisation with national chapters and offices in 11 countries of the SADC region and a coordinating Regional Secretariat in Namibia that promotes and defends media freedom, pluralism and diversity. GL assisted MISA to develop a gender policy that makes clear the importance of giving equal voice to women and men, which is central to the concepts of freedom of speech and citizenship. GL and MISA jointly conducted the Gender and Media Baseline Study (GMBS) that showed women in Southern Africa constitute only 17% of news sources and are represented in a limited number of roles. GL and MISA subsequently conducted National Action plan workshops in twelve countries of the region on corrective action and have undertaken several more research and advocacy programmes. The partnership between GL and MISA is strong, although MISA is experiencing strain internally at the level of its national chapters given the increase of gender and media projects and subsequent debates about which projects should take priority. These debates include practical issues of capacity, but in some instances also take place in the broader context of debate about gender transformation.

### 6.1.4 The Southern African Gender Protocol Alliance (Multilateral Issue-based alliance)

CREDO, Gender Links, the Gender and Media Southern Africa (GEMSA) Network, the Southern Africa Research and Documentation Centre (SARDC/WIDSA), SAFAIDS, Women in Law Southern Africa (WLISA), Women in Law in Development in Africa (WILDAF), Women's Land and Water Rights in Southern Africa, Women in Politics Support Unit (WIPSU) and the Zimbabwe Women's Resource Centre (ZWRCN) came together in 2005 to work with the Gender Unit of the SADC Secretariat and the SADC Parliamentary Forum, and conducted an audit of compliance with government pledges and undertakings made in relation to the SADC Declaration on Gender and Development. The Declaration set a deadline of 2005 for achieving a 30% target of women in decision-making positions (which was not achieved in most of the ten Southern African countries that held elections in 2004 and 2005). In the run up to these

elections, GL conducted newsroom training on Gender, Elections and the Media using its groundbreaking study, "Ringing up the changes: Gender in Southern African Politics". The information obtained from the audit showed that in order to obtain commitment from heads of governments, the Declaration should be elevated to the status of a Protocol, which will compel member states to comply with its provisions. This campaign received a lot of attention during the Civil Society Forum convened by MISA and the SADC Council of NGOs (SADC CINGO) on the eve of the 2005 Heads of State summit in Botswana. *As a direct result of the campaigning and lobbying conducted in the run up to and during this event, the Heads of State agreed to raise the target for women in decision making from 30 to 50 percent, but said more consultation was needed on elevating the Declaration or this new target to a Protocol. The SADC Gender Unit described this achievement as "incredible and unprecedented" because normally issues do not penetrate the Summit at this level unless lobbied for long in advance by national ministries. It also described the research conducted by GL for the Gender Protocol Alliance "as phenomenal".* The alliance is pressing on with the campaign for a Protocol. GL has been designated by its partners in the women's movement to coordinate the Alliance for an initial two-year period. This is a very strong and successful alliance that has been held up as a best practise of strategising on regional processes, applied research, networking with gender activists in governments, making strategic use of communications, lobbying and advocacy. At the time of writing this report, GL, GEMSA and MISA have just produced a special 4-page newspaper supplement that focuses on a broad spectrum of women's and gender issues that will be included in the Public Eye newspaper on 17 August 2006 for distribution to 20 000 readers in Lesotho during this year's SADC Heads of State Summit in Lesotho. More activities are also scheduled to take place during this Summit (see Annexure 4).

#### **6.1.5 365 Days of Action to End Violence Against Women and Children in South Africa (Multilateral issue-based alliance)**

A National Action Plan conference took place in Benoni, South Africa, from 3-5 May 2006 to take forward this campaign. The evaluators attended and observed two preparatory meetings of this conference and some sessions of the conference itself.

The background to this conference is GL and civil society's successive annual involvement in "Sixteen Days of Activism against Violence against Women and Children" campaigns that have led to questions in the South African media, the Gender and Justice sector, within GL and from donors as to how the impact of such campaigns are or can be measured. This led to GL conducting an audit in 2005 of commitments made by various parties during the 2004 campaigns. The gaps identified were then applied to draw up a draft action plan and used to focus discussions in open forums and through the Cyber Dialogues in the 2005 campaign, and to caucus the idea of a National Action Plan in South Africa. GL and some of its partner organisations then sought to get the plan endorsed through a broad stakeholder forum. This led to a joint conference of government and civil society, jointly convened (for administrative and financial accountability purposes) by Gender Links, the National Prosecution Authority and UNICEF working with a planning committee of all government departments involved in fighting gender violence and 10 key NGO's in the Gender and Justice sector.

The role of gender in the media formed part of the conference, but was only one component of the many comprehensive plans and strategies discussed to end violence against women and children. However, the conference responded to repeated media queries in previous campaigns as to how the "Sixteen Day" campaigns are to be measured and sustained.

Despite having been part of the planning committee that helped to draft the programme, there was demonstrable unease in the ranks of some South African gender and violence civil society organisations in regard to their relationship with government at the National Action Plan conference, but also in relation to the coordination role of GL. These groups held a surprise caucus meeting during a tea break before the closure of the conference that GL was unable to attend because it was busy with logistical arrangements for the closing session. They issued a statement during this session that just as government was coordinating its various arms and institutions in relation to gender-based violence, civil society felt the need to do the same. It pointed out that problems existed between (gender justice) civil society and government that would need addressing, before it could be assumed that civil society and

government would of necessity take hands in a National Action Plan. Many of these NGO's subsequently apologised for not holding a caucus meeting ahead of the conference as had originally been planned.

The tensions in the Gender Justice NGO sector in South Africa emanate from a perception that the SA government largely abandoned its close relationship with civil society that characterised it during South Africa's struggle for liberation and the earlier years of the first democratic government. GL's fostering of close partnership ties with government in coordination of the National Action Plan may therefore have been a source of unease, as well as a perception that GL was stepping out 'beyond' its core mission of promoting gender equality in and through the media. In line with its rationale for taking this initiative – which was to deepen and strengthen a key campaign – GL has determined that its future involvement in this area will be to assist in developing targets and indicators for monitoring the unfolding of the National Action Plan and running a monthly E-gender justice barometer for tracking progress, and marketing the concept in partnership with GEMSA in other countries where campaign training has taken place.

GL's rationale for cooperating with government on gender violence comes out of careful consideration of how best to advance the gender justice agenda in South Africa at this time. Unlike HIV and AIDS, where there are still major ideological differences, there is general agreement on the strategies required for ending gender violence. Given the massive resources that government has at its command, GL is of the view that a collaborative approach is essential. GL also argues that ending gender violence is a societal challenge that extends beyond any one stakeholder. The idea of a concerted collaborative campaign is also based on well-researched international precedent and best practise in this area. GL is advancing the collaborative approach despite the fact that GL has also clashed with the SA government and often taken stances unpopular to the government, including at a public debate during the 2005 "Sixteen Days" campaign on the government's insistence on conflating women and children in the campaign. During this debate the government accused GL of being a disloyal partner of the campaign.

GL also had to argue the case in preparation of the National Action Plan conference that the conference posters included both the white ribbon symbolising the struggle against violence against women and children as well as the red ribbon symbolising the struggle against HIV and AIDS.

All the NGO's nominated to serve on the Task Team following the conference have since participated in two Task Team meetings, one which was held at the offices of GL, where the operations sub-committees led by a wide spectrum of NGO's, government and other partners have been agreed. These meetings have openly discussed the tensions within the NGO sector since the demise of the Network on Violence Against Women, and the difficulty borne by an NGO (GL) that endeavours to organise collaborative work in the sector. This is a very positive development for the Gender Justice sector as a whole. GL has been the catalyst for the National Action Plan, and the NGO's in the Gender and Justice sector are in the aftermath of the conference now beginning to resolve their tensions internally and beginning to pull together in relation to the implementation of the National Action Plan.

This is an emerging network involving GL in a key coordinating role in the Gender and Justice sector, and serves to show the extreme complexity involved in building networks and cooperation among diverse partners in government and civil society, but also the complexities involved in building civil society cooperation.

GL's interest in developing this approach has not only been in deepening its campaign work in South Africa but in developing a model that can be shared with partner organisations in SADC countries where it has conducted strategic communications training. In 2004, GEMSA chapters conducted audits of actions and gaps in their countries for ending gender violence. The South African experience has been documented in a video and tool kit and used in training in Namibia, Zimbabwe and Mauritius. The South African experience has therefore provided the nucleus of National Action Plans to End Gender Violence in these countries as part of a joint GL/GEMSA project. The intention is to work with four countries each year to deepen and strengthen Sixteen Day campaigns through linking them to multi stakeholder national action plans that will be monitored through the Gender Justice Barometer. This is also a good example of the replication effect of a project piloted in one country and then adapted for application in others.

#### **6.1.6 The Media Action Plan (MAP) on HIV/AIDS and GENDER (Multilateral issue-based alliance)**

GL has played a critical role in mainstreaming gender into the MAP on HIV/AIDS. The MAP has its origins in earlier efforts undertaken separately by MISA and the Southern African Editor's Forum to address the effects of the epidemic on newsrooms in the region, as well as improving editorial content. With SAEF as the overall coordinator GL, GEMSA, MISA, the MMP, PANOS-Lusaka, UNAIDS and SAFAIDS agreed at a Media Partners Consultation Forum convened by GL in February 2005 to take responsibility as lead agencies for the five sub-sectors of MAP: newsroom policies; ethics; training; monitoring and research and information resources. GL and GEMSA lead the newsroom policies sub-sector. GL conducted an audit of HIV and AIDS and Gender policies in 366 media houses in the region. The absence of such policies in most media houses, and serious deficiencies where they exist, has led to an objective to implement such policies in 80% of these newsrooms by 2008, involving a number of GEMSA and MAP partners to achieve this goal.

Vigorous discussion about weak delivery by some partners in lead agency roles in MAP took place during one session of the 2006 Partners Consultation Meeting organised by GEMSA and attended overall by the evaluators (other sessions progressed smoothly). SAEF is the lead agency responsible for overall coordination in MAP, including the convening of meetings. SAEF was therefore supposed to organise this meeting, but due to administrative capacity problems leading to delays and the possibility that donor funds earmarked for the meeting was in danger of being lost, GEMSA with SAEF's agreement took over organisation of the meeting. GL and GEMSA raised the issue of coordination of MAP at the meeting, including their objection to women working 'invisibly' for men, and proposed that the coordination of MAP should be restructured to include other major partners such as MISA and others proposed that GEMSA should be included as well. It was emphasised, however, by the UNAIDS representative present, that MAP was a project that directly targeted the media industry and that the media's ownership of the project was crucial. SAEF was not the only partner to be criticised – other lead agency partners, particularly in relation to training, were criticised by various participants as well. A closed-door meeting was eventually held to decide the issue of coordination (and the evaluators do not know the outcome), but SAEF appears to have retained its overall coordinating role. This meeting had a sobering effect on MAP and appears to have contributed to solving problems about roles and responsibilities.

Significantly, the chairperson of SAEF shortly afterwards accompanied GL on a visit to Mauritius (where GL and the Media Watch Organisation - the GEMSA branch - conducted a Gender, Media and Economy training workshop) with the aim of looking into the establishment of a National Editors Forum for SAEF in Mauritius. GL and the MWO were in a position to facilitate these meetings given their extensive relations with the media in Mauritius. The chairperson of SAEF commented afterwards in relation to SAEF, GL and GEMSA: "This is exactly how we should work in all countries – we should coordinate and collaborate". He welcomed the expansion of the former GEM networks into GEMSA branches that formally included national editors forums (and individual media practitioners). He pointed out that GL was not a media association and its access to newsrooms was made possible through its linkages to SAEF and MISA through the membership construct of GEMSA. He cautioned that the media was "very arrogant" and that in relation to gender mainstreaming and other development issues that "pushing them [too hard] stops you from achieving what you want". The joint visit to Mauritius illustrates that despite coordination problems and tensions in MAP that the partnership between GL and SAEF (and the linkage through GEMSA) is nevertheless sufficiently robust and mature to recognise how opportunities and synergies can be combined to mutual advantage.

#### **6.1.7 GEMSA (Multilateral Umbrella Network )**

GEMSA is the Gender and Media Southern African Network - an umbrella organisation of individual bodies and institutions that seek to "make every voice count, and counting that it does". The formation of this network is at the core of the finding in this evaluation that GL has played a leading role in creating a gender and media movement in the Southern African region.

The idea of a sub-regional network of organisations and individuals committed to gender equality in and through the media was pro-actively discussed before the Gender and Media Summit in 2004 by among others, GL and MISA. Following workshops on covering gender violence conducted with the support of OSISA, GL had already initiated gender and media networks in 8 countries in the SADC region, which

they referred to as the GEM Networks. The proposal for a formal and institutionalised network came powerfully to the fore during the Gender and Media Summit in September 2004, and based on the overwhelming enthusiasm for the idea, it was decided to establish the network at the Summit. Country representatives for each GEMSA country branch were elected at the Summit as well as representatives of key interest groups. These collectively form the 27-person committee of GEMSA.

GEMSA is made up of GL, MISA, the Federation of African Media Women Southern Africa (FAMSA), the Media Monitoring Projects of South Africa and Zimbabwe, the Southern African Editors Forum, national editors forums, media training institutions and journalists. By July 2006 the network had recruited 381 individual and 15 institutional members in 13 countries. GEMSA country branches have been registered in 10 countries.

#### **6.1.7.1 GEMSA Secretariat**

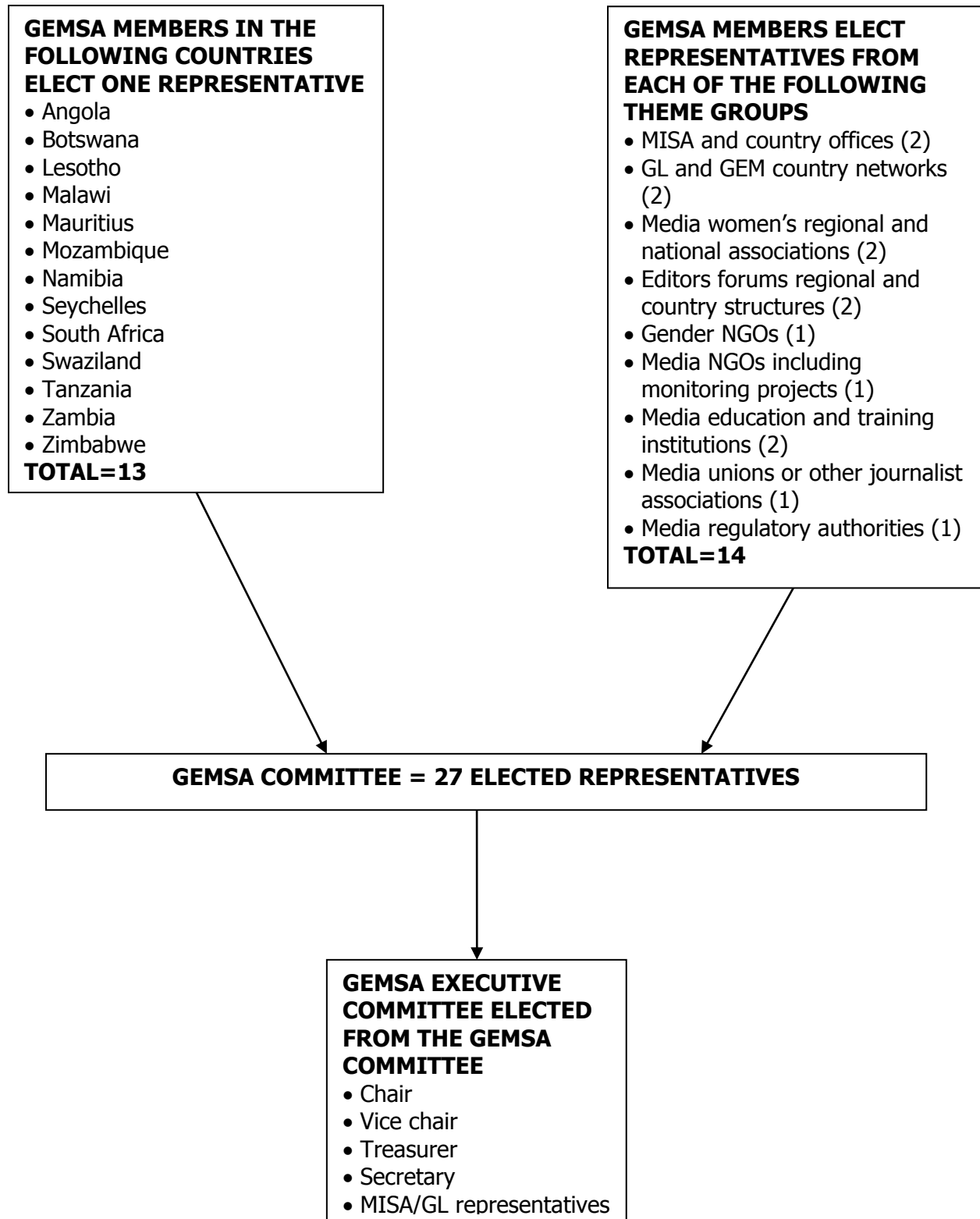
GEMSA decided in due course that it would not establish physical premises of its own (it had no resources to do so), and that it would be hosted by GL. Housing a secretariat with a member host institution is a normal route of development for a young network and various examples of similar practise exist in the sub-region and elsewhere. GL contributed R360 728 or 37% of GEMSA's income in 2005/6, which covered the salaries of its CEO and her (part-time) Network Assistant. GL's currently provides GEMSA with two offices as well as in-house GL administrative and financial support, and benefits from the intellectual environment of GL. By agreement, GL has seconded its Deputy Director to GEMSA to function as its CEO. The GEMSA CEO and assistant currently constitute part of the staff of GL, and report to the GEMSA Executive committee through the GL Executive Director (as the chairperson of GEMSA). However, part of the GEMSA CEO's performance agreement with GL is to raise sufficient funds to cover all GEMSA's institutional costs by September 2006, at which point the GEMSA staff will cease to function as the staff of GL. GL also entered into a Memorandum of Understanding with GEMSA after its 2006 March Board meeting to formally regulate their relationship (see Annexure 3). GEMSA's books of account are managed and audited separately from those of GL, and the GEMSA CEO's performance is evaluated by the GEMSA executive committee.

While GL has provided institutional support at a regional level to GEMSA, MISA has provided considerable institutional support at country level to GEMSA country chapters, especially in Namibia, Mozambique, Zambia, Tanzania and Lesotho where GEMSA has made use of MISA offices and facilities to hold meetings, organise joint events and launches.

#### **6.1.7.2 GEMSA Committee and Executive Committee**

As illustrated in the diagram below, the GEMSA Committee comprises country representatives and representatives of key interest groups, from which an Executive Committee is appointed. The constitution of GEMSA provides that a leading executive of GL and MISA will always sit on the executive committee of GEMSA. These two organisations were the joint convenors of the Summit and were granted this status in recognition of their efforts in relation to the Summit and their considerable institutional capacity in terms of supporting a young network (GL for its research, content and programme expertise and MISA for its media freedom networking and in-country office strengths). This arrangement also enhances administrative confidence in the new network. After the 2004 Summit the Executive Director of GL was elected as the first chairperson of GEMSA, the ED of ZAMCOM – an in-service training institution for journalists – was elected as the deputy chairperson, a Board member of GL was elected as the treasurer (but was elected to the GEMSA committee by the training sector) and the National Director of MISA-Lesotho was elected as the Secretary. MISA further appointed its Gender and HIV/AIDS Programme Specialist to the Executive Committee. Later, following the death in a car accident of the ED of ZAMCOM, the MISA Gender and HIV/AIDS Programme Specialist was appointed as Deputy Chairperson in his place pending the next elections at the summit in September 2006. Currently, therefore, only GL and MISA are represented on the Executive Committee of GEMSA - not a very inclusive arrangement. It should be emphasised that these outcomes were the result of constitutional provisions and democratic elections in GEMSA. It is also important to note that SAEF, FAMSA, the MMP and other key institutional partners are represented on the broader Committee that meets twice a year.

**Figure 12**  
**SCHEMATIC REPRESENTATION OF THE GEMSA ELECTORAL PROCESS**



### 6.1.7.3 GEMSA branches

The existence of GL's (former) in-country GEM networks that existed as part of the GL programme of network support before the formation of GEMSA, is still in the process of being resolved by organisations in some countries. The intention in general was that the GEMSA country branches would take over and incorporate the GEM networks if there were not a sufficient number of existing gender and media NGOs in these countries to form coalitions. Specific dynamics in some countries, however, has impeded progress on this front, sometimes involving clashes between leading personalities in the (old) GEM network and the (current) GEMSA network. These include Zambia and Swaziland, where, however, new GEMSA elections are to be held in the near future and where merger talks are taking place. In other countries like Mauritius and Seychelles - the Mauritius Media Watch *network* of organisations and GEM Plus already existed – and it did not make sense to establish new structures. Their constitutions have been amended to reflect this fact. In Botswana, a country chapter of FAMSA already existed (but consists of women only), and internally it was not considered diplomatic to simply establish a GEMSA branch. A number of organisations in Botswana are now holding internal discussions and it is their intention to form a GEMSA branch by networking various organisations. Despite these difficulties in some countries, GEMSA chapters have been formally registered in 10 countries including in Lesotho, Mozambique, Malawi, Mauritius, Namibia, Tanzania, Seychelles, South Africa, Zambia and Zimbabwe. A GEMSA country coordinator was elected at the 2004 Summit in each country.

### 6.1.7.4 Why was GEMSA established?

The evaluators have questioned GL about the wisdom of having helped to establish GEMSA as a separate organisation, as opposed to simply continuing working in partnership with other organisations through its GEM networks. Has GL (inadvertently) created a competitor?

GL says it had 3 choices in terms of developing its cooperation and relationships with partners in other SADC countries:

- GL could have chosen to go on forming GEM Networks in different countries as it had already done in 8 countries. It would then be a partner in a federal structure of autonomous gender and media networks that it helped to establish and would continue to support. The drawback would be that some strong regional institutional organisations, such as MISA may not have joined these country networks and others might have resisted such an arrangement because it would infringe on their autonomy.
- The other choice was to change GL into a regional membership organisation with a country branch, offices and staff in each country. This route would have been very labour intensive, would have cost too much money and GL also feared the politics of a membership organisation given the kind of work it does- cutting edge research and training that requires streamlined decision-making processes.
- It therefore chose a 3<sup>rd</sup> route – *an institutionally autonomous umbrella network* in which all members would be equal, but in which GL and MISA, as the convenors of the GEM Summit, were guaranteed a seat each on the executive committee. This also had the advantage of a distinct legal identity and governance structure; the capacity to generate its own resources and institutional structures, thus enhancing transparency, ownership, and good governance among its members.

**Table 13: Strategic choices for GL in building a regional GEM network**

OPTION	ADVANTAGES	DISADVANTAGES
GL retains its GEM networks and strengthens them.	Preserves GL stamp and authority while extending limited ownership at country level. "Tidy".	Excludes other key institutional partners, e.g. MISA, FAMSA
Establish a formal regional membership organisation with country branches and offices.	The members own and control the network and own the programmes.	Labour intensive and costly. Political infighting for control among members. Not conducive to high speed, quality, rapid response issue-based work of the kind GL has gained a reputation for.
An autonomous and institutionalised network (separately registered) with country branches and leadership and support by GL and MISA	Opens space for all partners; broadens and deepens ownership.	Possibility that GL creates its own competitor in the sub-region.

On balance, for the reasons below, GL argues that GEMSA was the correct of the three choices, although none are perfect and each has its own advantages and disadvantages:

- The mobilising effect of GEMSA and its in-country ownership and multiplier effects are welcomed.
- GL has ensured proper governance, management and administration of GEMSA to attract growing financial support for GEMSA, which is beginning to materialise and enable the network to be autonomous.
- Programme partnerships have demonstrated great synergy.
- GEMSA is formulating its own MOU's with all key institutional partners.
- On balance GEMSA has deepened and enhanced rather than detracted from partnerships.

#### **6.1.7.5 GEMSA's Programmes**

GEMSA's Programme of Action for 2006/7 indicates 5 areas of focus: Awareness Raising and Advocacy, Research and Monitoring, Policy, Training, and Information Dissemination. At the outset GEMSA sought to establish in what way it would add value to existing partners and is developing its own MOUs with these partners. The basis on which its Programme of Action was decided by its Executive Committee, in consultation with the broader committee, is illustrated in the table below from the GEMSA POA.

**Table 14: GEMSA POA strategy**

<b>AREA</b>	<b>COMPARATIVE ADVANTAGE</b>	<b>ACTIVITIES</b>
<b>AWARENESS RAISING AND ADVOCACY</b>	Major strength of networks; huge multiplier effect as demonstrated during Sixteen Days	Sixteen Days campaign
		Unpaid care work campaign
		African Protocol
		SADC 2005
<b>RESEARCH AND MONITORING</b>	Networks are well placed to conduct activist research especially monitoring and to conduct advocacy campaigns around the findings	GMMP (in partnership with MISA, MMP, GL)
		GEMSA Monitoring tool (in partnership with MMP)
		Mirror on the Media (in partnership with MMP and GL)
		GMAS- especially dissemination of findings
		Alerts
<b>POLICY</b>	Networks are well placed to lobby decision makers, at national level and in media houses, as well as to share best practices from different countries	Engaging policy makers on gender tool kit
		HIV AIDS, Gender and the media policies in newsrooms, handbook and roll out
<b>TRAINING</b>	Networks would be strengthened through better IT literacy among members	IT for advocacy workshops (in partnership with GL)
<b>INFORMATION DISSEMINATION</b>	Networks are strengthened through exchanges of information; especially what is happening/working in other countries	E Newsletter Website

The network is less than two years old, but has been active in advocacy campaigns that promote the equal rights and voice of citizens in society. Examples include the gender justice campaigns such as the Sixteen Days of Activism against Gender Violence. GEMSA conducts relevant research that builds on the Gender and Media Baseline Study (GMBS), for example by participating in the Global Media Monitoring Project (GMMP) in February 2005, that extended the research from only two countries in 2000 to 13 countries in the SADC region.

Many networks within GEMSA conduct event or theme specific monitoring of the news from a gender perspective, for example on election coverage and who talks on radio talk shows. GEMSA has conducted an audit on how gender is integrated into policies and laws that govern the media in the region and will be engaging with media regulatory authorities. GEMSA is a partner in the Media Action Plan (MAP) on HIV/AIDS and Gender and hosted the recent partner consultation meeting that included discussion of MAP. UNIFEM approached GEMSA to assist it in designing and implementing an advocacy campaign on the links between violence against women, HIV/AIDS and unpaid care work in the four Southern African countries. In May 2005 GEMSA launched the GEMSA Trainers Network (GTN) that links and supports media trainers across the region in mainstreaming gender in media education. The GTN facilitates the development and sharing of gender and media resources, including by using and contributing to the innovative Virtual Resource Centre (VCR) of GL. GEMSA has completed IT for Advocacy training with GEMSA members in 13 Southern African countries. The IT training introduced GEMSA members to the Cyber Dialogues (online exchanges through a moderator), e-newsletters and other software applications such as Excel, Power Point and Publisher. Such training will assist in

increasing the numbers of gender aware trainers. It will be hosting the next Gender and Media Summit in September 2006.

The MOU between GL and GEMSA describes and links the two organisations in the following way (paragraphs 4 and 5):

**Table 15: Comparative advantages and mutual benefits of GL and GEMSA**

<p><b>Comparative Advantages</b></p>	<p><b>GL ...</b> is a regional institution that produces cutting edge research, pilot projects, training tools and methodologies focusing on the mainstream media, gender activists and women decision-makers. Operating from its South African base, GL has a strong record of managing such processes across all countries in the region, in partnership with a wide variety of institutional partners.</p>	<p><b>GEMSA</b> is ... a broad-based network operating in 13 countries that has a growing membership and local chapters that provide an excellent avenue for advocacy, activist research, dissemination of information and replication and extension of pilot projects.</p>
<p><b>Mutual Benefits</b></p> <p>The comparative advantages yield important complementarities:</p>	<p><b>GL</b> products, ideas, conceptual capital, regional and international links are essential to good advocacy and especially to engaging with a sceptical mainstream media.</p>	<p><b>GEMSA</b> networks provide a means for harnessing the energies of the growing gender and media movement in the region, enhancing ownership, providing multiplier effects and managing interlocking partnerships. They galvanise a broad range of partners on the ground and provide a key mobilising and watchdog component to the kind of work that GL undertakes.</p>

**6.1.7.6 Discussion of GL and GEMSA**

GEMSA does have its own programme of activities. Its 2006/7 programme includes activities in respect of the Gender Protocol Alliance, research on the impact of the 2005 Sixteen Days campaigns and to move the campaign into implementation of concrete interventions to address gender violence, to commission articles for GL’s Media Diversity Journal, to produce reports on the GMMP, raising and sharing alerts on gender in the media, to hold a workshop with media regulatory bodies to develop gender policies, to roll out the HIV and AIDS and gender policies in media houses, to conduct workshops on unpaid care work in countries, to conduct IT training for advocacy and networking in two countries, to hold online symposia for the GEMSA Trainer’s network in relation to building and editing more case studies for the (GL) VRC, to hold meetings of the executive committee, to host the next Media and Gender Summit in 2006 and to fund raise for GEMSA.

Some of these are specific to GEMSA, particularly executive committee and fundraising matters, the ‘unpaid care workshops’, the gender and media action alerts, but also importantly the next Gender and Media Summit. For the rest, however, there is significant overlap between the themes and programmes of GL and GEMSA. Although they are not conducting the same activities, these activities are closely linked in as much as many GEMSA activities are components and extensions of programmes initiated by GL. GL says that it focuses on research, training and pilot projects and that GEMSA undertakes awareness and advocacy campaigns. This often amounts to a division of labour of the various project elements of the same programmes (research, training, lobbying and advocacy). Furthermore, GEMSA also conducts training and research, and GL also undertakes advocacy and campaigning. What of this work will GL later regard and reflect in its publications, including its Annual Reports, as it’s own work, and what will it reflect as the work of GEMSA, and vice versa? Some donors have commented that they sometimes find it difficult to distinguish the work of the two organisations from the funding applications and reports they receive.

The MOU between GL and GEMSA attempts to address some of these issues. For example, as prescribed by the MOU, GL pro-actively strives in its publications to ensure recognition of all contributions

by its partners, including GEMSA branches, and expects GEMSA to do the same. The MOU focuses on regulating the financial and administrative relationship of the two organisations, and includes an annex of the six projects in which there is a partnership (GL has 16 projects overall in its POA), spelling out which organisation is doing what. But the MOU significantly also emphasises “the replication and extension of [GL’s] pilot projects” and says the comparative advantage of GEMSA is that it “provide(s) a key mobilising and watchdog component to the kind of work that GL undertakes”. By implication, there is an expectation by GL that GEMSA will help to cascade its work. GL says it is not unreasonable that any partner in a network would seek to see its work cascaded through such a network and it would be a reason why various members would have joined in the first place. For instance, MISA and FAMSA and other partners are also in a position to cascade some of their programmes through GEMSA.

There is also another way of interpreting the programme linkages of GL and GEMSA as described above. This is that they demonstrate convergence, cooperation and avoiding unnecessary programme and project duplication – an important aim of any network. In this regard it is necessary for partners in GEMSA to develop clear agreement about the replication or extension of projects and programmes conceptualised by GL. The issue may therefore percolate down to the question of who is deciding the agenda in GEMSA? In the view of some partners GL is deciding the agenda. This would conflict with one of the reasons of establishing GEMSA, which was to establish an independent umbrella network that would not impinge on the autonomy of partners and in which all partners would be equal.

Some partners in the Network are questioning the institutional independence of GEMSA from GL. The question is whether GL is too dominant in the affairs of GEMSA and to what degree this is or has become an issue of division in the ranks of GEMSA. From a structural point of view GL is currently the dominant organisation in GEMSA. GL chairs GEMSA and occupies a second seat on its executive committee (as does MISA), GL is the host secretariat of GEMSA, GL has so far funded the staff of GEMSA and as such they have been the staff of GL.

There is evidence from interviewees that some partners are not content with the current state of affairs. These partners say there is no clear demarcation between GL and GEMSA, no clarity on how the role and mission of GL differs from that of GEMSA, or who decides on programmes within GEMSA (the inference being that GL makes these decisions). A substantial number of the comments received about GL in the interviews conducted for this evaluation spoke directly to this issue. The following quotations are illustrations: “The separation of GL and GEMSA is not clear to others”, “Why is GL separate from GEMSA?”, “GL does research for GEMSA”, “GL should lead GEMSA”, “There is no clear demarcation between GL and GEMSA – also in terms of projects. Who in GEMSA determines what the next project will be – particularly research?”, “Where does GL begin and end?”, “Some of us think GEMSA is simply a smokescreen for GL”.

A major feature characterising interviews for this evaluation is that partners automatically refer to GL and GEMSA – and do not distinguish between them. They speak as if the two organisations are one. A number of comments in reply to questions about the work of GL specifically begins with “GL and GEMSA”. This is logical, because they are in many instances working on the same programmes, and implementing related projects. The perception, however, is that GL de facto decides the programme and activities of GEMSA, and that in many ways GEMSA is an operational vehicle through which GL rolls out its programmes in the SADC region. In this light, GEMSA takes on the role of a service arm of GL, rather than as a truly independent institution in its own right. Some are beginning to say that the dominance of GL in GEMSA, both structurally and programmatically, is inhibiting the identity and autonomy of GEMSA.

It should be noted that *on the ground* GEMSA branches are keen partners in the implementation of many of these projects resulting in work moving ahead at a rapid pace in many countries. Examples include GL and the MWO (the GEMSA branch in Mauritius) partnering in the running of a Business Unusual training workshop and training researchers for a local government project. These events were attended by one of the evaluators and observed their seamless and constructive cooperation. In Zimbabwe GL and Gemzi partnered in conducting audience research (the country’s political dynamics means that GL does not have a training institution as a partner in Zimbabwe for research purposes). In Malawi GL has also partnered with GEMMA in running a Business Unusual training course. In all these activities GEMSA networks took

strong country ownership of the activities. Despite ownership concerns in GEMSA, there is strong evidence on the ground of the rooting of gender and media work within countries that are underpinned by the establishment of GEMSA.

At a practical level it is also true that if GL had not provided the vision, financial, logistical and management support, GEMSA would not have taken off. GL has a strong vested interest in the success of GEMSA, so much so that it seconded its second most senior staff member to build the network into a self-sustaining entity. It has also invested a considerable amount of its own funding into GEMSA as well as giving it systems, legal and intellectual support. Based on examples of other networks in the region, particularly SAMTRAN, few donors, if any, would have been willing to fund GEMSA to establish itself. GL stepped into the breach and provided this support. GEMSA is incrementally beginning to walk on its own legs. GEMSA raised R1-million in funding during its first year and R2-million of funding during its second and current year, and have a number of applications pending with various donors.

While there may be criticism of the dominance of GL in GEMSA, it should be recognised that GL has taken strong and decided steps to secure the autonomous administrative and legal identity of GEMSA (see box further below). In organisational development terms, GEMSA, which is less than two years old, has only taken its early and initial steps towards establishing itself. The fact that it has conducted a respectable body of work and projects in research, monitoring, training and advocacy is largely due to the fact that GL was able to provide meaningful programme content for it to implement. GEMSA's programme content is not erratic and piecemeal, and importantly, does not in anyway constitute duplication of projects carried out by GL.

In terms of programme design and relevance all the GEMSA projects contribute rationally to gender and media work in the region, precisely because a number of these are conceptually linked to the very well conceived programmes of GL. Furthermore, as an institutional (umbrella) membership organisation, GEMSA's members have not so far been able to collectively deliberate and reflect on their own Programme of Action. At inception at the 2004 Gender and Media Summit the founding member organisations naturally focused on the formal legal steps and constitutional arrangements to establish the network. It then began operating a secretariat to coordinate it, and formally started recruiting and signing up members. This is a slow and unfolding process. It also had few resources to gather its members in its own right to formulate a collectively debated and agreed Programme of Action.

GEMSA has been adept at organising Executive Committee meetings through teleconferences and wider member meetings on the back of programme work and in the corridors of other meetings such as Media Partner Consultations. Despite having no budget at all for its institutional development, GEMSA has held four Committee and six Executive Committee meetings since inception, and these minutes (available on GEMSA's web site) reflect discussion on its developing Programme of Action. It is only now approaching its second Annual General Meeting, which will take place within the next three weeks during the 2006 Summit hosted by GEMSA, and this is realistically its first opportunity to seriously debate and discuss its Programme of Action. Compared to SAMTRAM, for instance, GEMSA has made considerable strides both in terms of the legal and administrative development of the network, and in terms of project implementation.

Notably, other partnership projects have also assisted GEMSA to get the network off the ground through strategic activities. Before GEMSA's registration and before NIZA was willing to provide funds to GEMSA directly, NIZA supported a series of "IT for Advocacy" workshops through GL, but with the aim of growing GEMSA's membership in each country and equipping them with a key networking tool - IT. The majority of GEMSA's significant membership joined the Network during these workshops in 2005.

Another key initiative in establishing GEMSA within countries concerned participation by thirteen SADC countries in the Global Media Monitoring Project in 2005. (In 2000 only two countries, South Africa and Namibia, participated in the voluntary day-long monitoring project). MISA supported training of GEMSA country representatives to participate in the monitoring, the MMP and GL analysed the Southern Africa data that came out of the global study, GEMSA country representatives used this template to draw up

individual country reports and are now launching national reports in each respective country. MISA is covering the printing costs of these reports.

GL has taken a number of steps to facilitate the autonomy of GEMSA.

**Box 4: Steps taken by GL to facilitate GEMSA's autonomy**

- GEMSA has been operating its own separate financial accounts from March 1 this year (2006).
- GL will cease to support the staff of GEMSA by the end of September this year, when GEMSA is expected to raise all of its own funds. GEMSA will therefore directly contract its own staff from 1 October 2006 onwards.
- The GEMSA executive committee took over the evaluation of the GEMSA CEO in July this year, with input through a management assessment form from the full committee.
- MISA will provide a staff member to GEMSA to assist with administrative arrangements for the forthcoming Summit in September this year.
- GEMSA is entering into its own MOU's with partner organisations, for example in relation to coordination issues with MAP and in relation to joint human resources and programme issues with MISA. These roles are different to those played by GL in MAP or in relation to MISA.

The process of delinking GL and GEMSA is difficult and does lead to confusion, internally and externally. Given the programmatic and planning strengths of GL, it has to be accepted realistically that for some time GL will have a pivotal role to play in building the capacity of the GEMSA networks, also at an institutional level, and taking the lead in many projects. GL is the expert NGO in the area of gender and media in the SADC region and has de facto been at the forefront of conceptualising and developing gender and media programmes.

One of the evaluators describes GL as planting a seed that in many cases has grown in fertile soil, but which still needs watering. The nurturing should increasingly be taken over by its GEMSA partners, who in turn will determine the future success or failure of this work in their countries, depending on their competencies. But how GL proceeds to do this, and the nature of its relationships with partners, will play a vital and important role in the future development of GEMSA, and in evolving a constructive separation of roles that benefit both organisations and more importantly, the people and institutions of the SADC region. GEMSA's ability to generate funds from donors for its own projects will also be a key determining factor in its ability to develop more wholly autonomous projects.

It needs to be recognised in purely organisational development terms that GEMSA is maturing, and that it is natural for its members to start demanding more say in the research and programmes of the network. This is a dynamic that GL should accept and accommodate. It indicates a growth in confidence about gender and media work, and a desire to increasingly own this work. These are positive signs showing that the rooting of gender and media work is indeed succeeding. Some recommendations in facilitating this process may be helpful. These draw directly on suggestions made by GEMSA partners and should therefore also be seen as opportunities. A change of leadership style by GL is what is needed at this juncture – becoming more consultative about the choice of projects that can be implemented by GEMSA, and about role divisions between GL and GEMSA. Significantly, the 2006 summit is the first General Meeting of GEMSA since its formation and it will be followed by a strategic planning workshop at which GEMSA will determine its POA for the next two years, building on the existing plans of all its partners. GEMSA is also negotiating a substantial three-year grant with two Northern NGOs that will exclusively fund GEMSA projects. These developments provide a real opportunity for GEMSA to come into its own.

- *GL should propose that GEMSA conducts surveys in the SADC countries to establish country and regional needs. These could be used to guide the choice of projects and may give GEMSA country networks a stronger sense of ownership of projects.*
- *Related to the above it has been suggested by a number of partners and staff that more work can be done in relation to the findings of the GMBS. Some want to take the findings of the GMBS to more provinces and districts in their countries, and others want to start exploring training and advocacy in remaining areas where women's voices have been indicated to be weak. Some want to focus more*

*strongly on policy work. This issue should be explored with them to establish more concretely what they have in mind. This could be a good sharing and consultative exercise in GEMSA.*

- *GL enjoys strong political connections in various countries. In terms of its capacitation of GEMSA it should pro-actively link GEMSA branches to these connections.*
- *GL should particularly involve the training institutions in GEMSA in discussion about research methodology. This could be done at a workshop in the form of a consultative 'lessons learned' review and would also contribute to capacity building among partners.*
- *GL, working with partners in GEMSA and using the model it has developed for efficiently and effectively running an NGO can also play an important role in building the in-country capacity of GEMSA chapters so that they are able to raise and mobilise their own funds – another factor that will develop their autonomy in respect of projects and priorities.*

## **6.2 Overall effectiveness of partnerships and networks**

GL has succeeded in a very short space of time in building a phenomenal amount of bilateral partnerships (at least 40 in the sub-region and possibly as many in South Africa alone), and developing some of these into strong and productive networks. *Its success in networking has resulted in GL becoming a key link in the networking of networks, including MAP, GEMSA and the Gender Protocol Alliance. Collectively, with GEMSA playing a special linking role, these networks constitute the establishment of a gender and media movement in the SADC region.* GL has served as an important focal point in the development of these partnerships and provided them with the knowledge and organising capacity that has resulted in them taking off. Despite the stresses and strains, *these are emerging as fascinating examples globally of the power of partnerships.* While one or two isolated partnerships have not worked well, these have to be set against the context of the vast number of ad hoc and continuous partnerships that have and are working well. *Despite the stresses involved, partnerships have been central to GL's impact and must continue.*

GL staff and other respondents consulted in this evaluation agreed that partnerships present a range of challenges, not least the enormous amount of time required in building and maintaining relationships – especially in a small organisation like GL. This is a full-time job in itself that is not factored into project-based funding. Partnerships can also become a burden when one or other partner does not deliver or when disputes arise about roles and functions or acknowledgement of roles. Partnerships can be derailed by problems of capacity and delivery, and by unequal relationships. Not all partners are equally strong, or equally motivated and some do not pull their weight. Other challenges include perceptions of GL as pushing its partners too hard and 'overwhelming' them, not consulting them about their work schedules or the timing of joint activities, not consulting them about consultants used or discussing their terms of reference. Some partners do recognise that these issues can and often do emanate from GL being under pressure to deliver in terms of short project time frames.

Moving forward, there is scope for improvement in network relationships. GL must learn that it cannot relate to its partners in GEMSA in the same way that it related to partners in its former GEM networks. GEMSA is an institutionally autonomous network. Process is as important as substance in terms of developing networks.

The lesson that GL has taken from these experiences is that overall the organisation needs to be more selective about partnerships. In particular, effort should be placed on those partnerships that ground and institutionalise the work, and lead to a multiplier effect and sustainability of once off initiatives. The nature of development work includes moments when quality may have to be sacrificed for learning to take place, for instance when partners are tasked with projects while questions exist about their capacity to deliver. But learning by doing, and making mistakes, is a part of this cycle. Funders are intolerant about 'expensive' mistakes, but also recognise that capacity building, growth and development is essential. GL prides itself on the high quality of its work and may find it difficult to delegate more and more work to partners, but it should do so even where some mistakes might be made. Ultimately, the aim is to capacitate many partners to replicate many aspects of gender and media work.

In general terms, it would also benefit GL from time to time to publicly express at workshops and conferences more vocal and visible support for some of the objectives of partner organisations, such as in

relation to their broader media freedom concerns, the poor wages being paid to journalists in many SADC countries, support for the transformation of state broadcasters into public broadcasters, and so on. An external perception in some quarters of GL is that its only human rights concern is the equality of women. Solidarity across movements and networks derive from an innate perception among partners that their respective organisational objectives are collectively shared and appreciated by those whom they cooperate and associate with. GL should also make more effort to attend the book launches and other public events of some of its partner organisations.

Although partnerships and networks are the key strategic method by which GL cascades its work into the SADC region, formal evaluation of partnerships and networks is lacking in the current monitoring and evaluation policies of GL. The evaluators have been informed that GL's Executive Committee has discussed the inclusion of evaluation of partnerships in the MOU's between GL and its partners. Individual workshop and event evaluations also take place. However, broader network relationships must also be formally evaluated. Individual event evaluations and individual partner evaluations (through MOU's) are not sufficient for this purpose, although necessary and beneficial.

*We recommend that the Board of GL formally evaluate key partner and network relationships every year when drafting its action plan. Such evaluations would include a strong consultative element, not only about the programmes, but also about the service and capacity building role of GL. GL would also benefit by more critically examining which partner organisations are beneficial to its work, and which ones are not.*

*Based on comments received during these evaluations areas of focus during such evaluations should include:*

- *Issues of inclusivity (who are members of networks and who are not and why);*
- *Assessment of the degree of ownership of projects and programmes by partners and networks;*
- *Assessing whether GL is 'too overwhelming' - either in relation to the number of projects being implemented, the timing of such projects, or the impact of GL driving the programmes, and satisfaction about consultants that have been deployed;*
- *Assessing the capacity building needs of partners;*
- *Assessing which partnerships are unproductive and considering new partners.*

*Such evaluations could make use of external assessment and research (as was done for this evaluation), as well as key partners participating in a GL retreat to discuss the results. These discussions should be facilitated by an independent organisational development expert. Donors should be willing to fund such partnership evaluation exercises.*

## 7. PROFILE AND IMPACT

### 7.1 Media Profile

“Gender equality is proclaimed with increasing vehemence in every new global declaration. Yet globally, women constitute 70% of the world’s poor and two-thirds of the illiterates. They occupy 14% of managerial and administrative jobs, 13% of parliamentary seats and 6% of cabinet positions. They do two-thirds of the world’s work, and own 1% of the world’s property. Violence, as the United Nations Development Programme puts it, ‘stalks women from the cradle to the grave’”.

*Lowe Morina C. Executive Director of GL in the Star, August 9, 2000*

The article above was written by the ED of GL in 2000, before GL as we know it today, was established. The significance of this article lies in the fact that the article represented a female voice in the mainstream print media and it was drawing the attention of the public to gender inequality in society and how even high profile declarations were failing to redress the situation. The ED called on civil society to latch on to a growing movement that was arguing for the recognition of social and economic rights as integral to and indivisible from human rights. This thinking grew into the establishment of GL, whose mission was to work for gender equality in and through the media. The need for women’s voices in all types of media became a trend as GL evolved through the five years it has existed.

GL believes in transforming gender relations in and through the media. It does not just tell people and its partners what to do to participate in the transformation of gender in and through the media, GL shows by example what can and should be done.

GL has been compiling annual dossiers of press clippings in which it is mentioned over the last four years. In 2005/6 GL began to statistically analyse these press clippings. A look at the first dossier shows the following headlines of GL in the news:

**Figure 13 - Articles from 2000 to 2002**

	<b>Article</b>	<b>Year Published</b>
1	Women: haunted by inequality from cradle to grave	2000
2	Gender budget on the rocks	2000
3	Internet could aid women’s empowerment	2000
4	Bridging digital divide offers women in Africa more scope	2000
5	Gender features high on change agenda now	2000
6	SADC wont use big stick	2000
7	Plan of Action at SADC Conference	2000
8	Gender Equality: The Power to change things	2000
9	Eradicating violence against women and children in the SADC	2001
10	Media needs to catch up on gender	2001
11	Beyond talking the talk and walking the walk	2001
12	Gender equality in the media	2001
13	Sexism in the media under the spotlight	2001
14	Scribes join war on gender violence	2001
15	Violence on women – media body seeks local courts hell	2001
16	Scribes form SADC gender chapter	2001
17	Ban school leavers parties, demands gender network	2001
18	Forging unity key to getting women more business clout	2001
19	Minister says gender violence not reported	2001
20	Gender-violence knowledge crucial to journalists – activist	2001
21	Veil on gender violence is lifted at last	2001
22	“Whose news, whose views?” women ask	2001

23	GL, d'Afrique du sud, sensibilise les journalistes et les ONG	2001
24	Une instance de surveillance conte la "gender violence"	2002
25	La "GL" forme les medias a'la "gender violence"	2002
26	Gender violence and politics	2002
27	Media has role in ensuring gender equality	2002

All the above articles were published in newspapers in and outside South Africa, across the region. The articles were on different topics in relation to transforming gender relations in and through the media. Some articles like "Sexism in the media under the spotlight" were features and the others appeared in the news columns of newspapers. All these news items contributed to the establishment of the media profile of GL at an early stage.

From 2003-2004, the 'GL in the News' dossier was compiled in a way that reflected the country spread of news coverage about GL.

**Table 16: Country spread of press reports about GL (2003/4)**

Country	Number of articles
Botswana	5
Malawi	5
Mauritius	14
Mozambique	5
Namibia	1
South Africa (included news about Mandela)	9

Among the articles of this period (2003-2004) a particularly insightful article was published in Mauritius entitled "Media coverage has a long way to go". In this article, it was stated that GL and MISA deplored the overall low level and negative image regarding the coverage of women by the media. The statement was based on a report that had been released in Mauritius by MWO (the GEMSA branch in Mauritius) that provided an appalling picture of the way media in the SADC region covered women. Mauritius was ranked last among the countries of the SADC regarding the number of women at the political decision making level. One of the issues highlighted was that women constituted 17% of known news sources as documented by the GMBS. The global figure was 18%. Yet women constitute 52% of the population in Southern Africa. All this information was crucial to the gender and media debate that would assist in marshalling the agenda of increasing women's voices and influence in the media.

The 'GL in the News' dossier of 2003-2004 also contained articles on the Sixteen Days campaign, the Pep Talk Campaign, the GL Opinion and Commentary Service and 'The Strip the Back Page' campaign.

The 2004-2005 'GL in the News' dossier contains general articles, nineteen on gender and elections, nine on the GEM Summit and Media Awards and twelve on the Sixteen Days campaign. There were so many articles on gender and elections because this was when most countries in the SADC held their previous national elections and there was a need to draw the attention of people to the importance of increasing women's representation in parliament and cabinet. In Mauritius, advocacy through the media resulted in women's representation in decision-making positions rising from 5.6% to 17% after the elections. This was a direct outcome of advocacy through the media inspired by a Gender and Elections workshop which was sponsored by GL 6-7 weeks before the elections took place in Mauritius. The media applied their learning and the electorate responded positively.

The 'GL in the News' dossier for 2005/6 year continues to document the media profile of GL, but from a more analytical perspective.

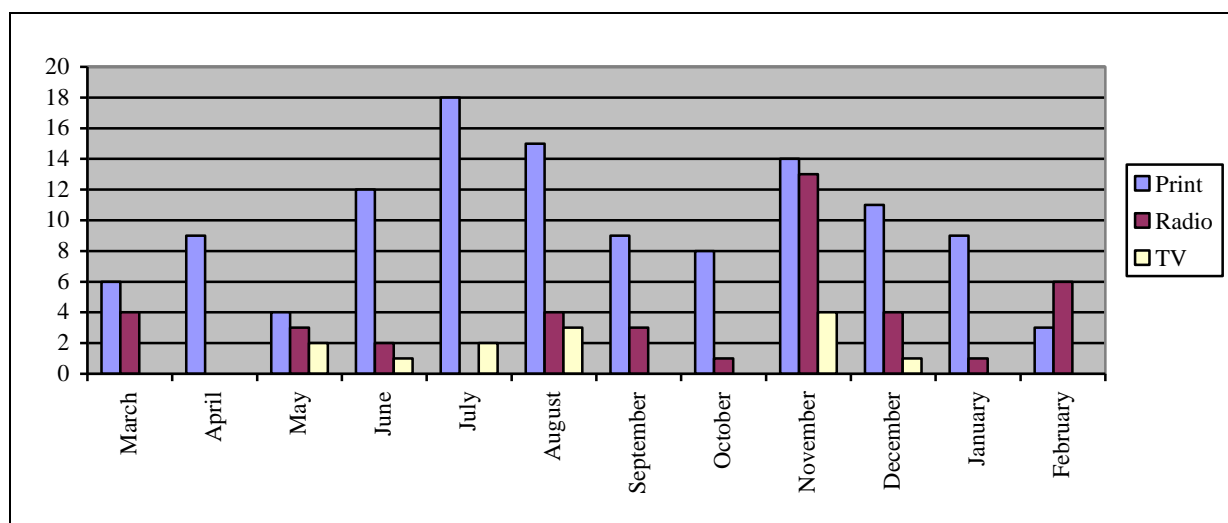
The analysis shows that coverage took place in the press, on radio and in television. The page numbers of all articles in newspapers are provided. The themes of the articles are shown, together with the writer

and source of the article. Some articles were written by the staff of GL while others were the result of interviews with GL. GL was covered by 44 newspapers in 5 SADC countries and 4 internationally including by USA Today, the New York Times, the IRIN (UN) News Agency and by IPS.

**Table 17: GL in the news March 2005-February 2006**

	Print	Radio	TV
March	6	4	0
April	9	0	0
May	4	3	2
June	12	2	1
July	18	0	2
August	15	4	3
September	9	3	0
October	8	1	0
November	14	13	4
December	11	4	1
January	9	1	0
February	3	6	0
<b>TOTAL</b>	<b>118</b>	<b>41</b>	<b>13</b>

**GL in the News March 2005-February 2006**



Source: GL in the News March 2005-February 2006

The table above shows that during the period March 2005-February 2006, print media published 118 articles, 41 interviews were conducted on the radio and 13 on television. GL clearly enjoys wide media coverage that extends beyond the borders of SADC. *The media Profile of GL is very high.*

## 7.2 Publications

The GL style that has evolved as the NGO grew was to capture almost everything they do in publications of one form or another.

Below is a list of their publications (including a number of CD's). Beyond these and not included below are also a number of newspapers and newsletters produced and distributed in the course of workshop training or accompanying international conferences, such as the World Summit on Sustainable

Development. A recent example has been attached as Annexure 4. Also not included below is a huge collection of workshop reports. Only formally published books, reports, training manuals and tool kits are listed below. In addition, GL this year also produced a *video* that was screened during the opening of the South African Conference on the National Action Plan to End Violence Against Women and Children.

It is important to note that many partner organisations of GL have been involved in co-production of some of the publications below. Individuals and partner organisations also contribute substantially to the research and editorial content captured in these publications.

#### **Box 5: GL Publications in chronological order**

##### **2000**

- Covering Violence Against Women – Report on the SADC Media Training Workshop in Maseru, Lesotho 10-15 December 2000

##### **2001**

- Media Training Needs Assessment for Southern Africa
- Whose News? Whose Views? Southern Africa: Gender in Media Handbook

##### **2002**

- Getting Smart – Strategic Communications for Gender Activists in Southern Africa
- Gender in Media Training – A Southern African Tool Kit
- Know How GEM 2002
- Rights Writes – a number of editions of the quarterly magazine of the SADC Gender and Media Network

##### **2003**

- Gender and Photojournalism in Southern Africa – A Manual for Trainers
- Picture Our Lives – Gender and Images in Southern Africa : A Manual for Trainers
- The Gender and Media Baseline Study (12 country reports and a regional report)
- Making Every Voice Count – a CD on the Gender and Media Baseline Study

##### **2004**

- The “I” Stories – Speaking out on Gender Violence in Southern Africa
- Getting it Right – Gender and Media in Southern Africa
- Ringing up the Changes – Gender in Southern African Politics
- Gender and HIV/AIDS – A Training Manual for Southern African Media and Communicators
- Gender in Entry Level Journalism: Lessons from the Polytechnic of Namibia Department of Media Technology (a Gender Links Pilot Project)
- 16 Days for Life – From a Campaign to an Action Plan (a CD on the Sixteen Days campaign)
- A number of volumes of the bi-monthly ‘Amalungelo’ magazine

##### **2005**

- The “I” Stories – City of Johannesburg Councillors Speak Out
- Picture a life free of HIV and AIDS – Media and Communications Strategies on Gender and HIV and AIDS
- Gender Resource Kit for SADC Decision-Makers
- Media on the a-Gender – Audit of the Southern African Declaration on Gender and Development: Gender and the Media
- Business Unusual : Gender and Economic Reporting – A Southern African Workbook
- Cyber Dialogues Media Kit and CD on 16 Days of Activism – Making IT work for Gender Justice
- Gender Justice Barometer 2005 – An audit of commitments made during the 2004 South African Cyber Dialogues
- Missing the Mark? Audit of the SADC Declaration on Gender and Development – Women in Decision-Making SADC and Gender Campaign – a folder with information sheets on the campaign
- My Views of the News! – The Southern African Gender and Media Audience Study (GMAS)
- Finding Gender in the MDG’s – Southern Africa makes the Links
- IT for Advocacy

##### **2006**

- Who talks on talk shows? – Mirror on the Media
- The Southern African Media Diversity Journal

- Who makes the news? Mirror on the Media: Southern African findings of the Global Media Monitoring Project (GMMP) 2005
- Diversity in Action: HIV and AIDS and Gender Policies in Newsrooms – Media Action Plan
- HIV and AIDS and Gender Baseline Study (a Regional Report and 11 country reports)

Respondents to the current evaluation had nothing but praise for the ability of GL to publish so many high quality publications. The only reservation expressed was that GL staff are continually under pressure to produce so many high quality publications. The issue of working under pressure is tongue-in-cheek acknowledged by the ED in the 2004/5 Annual Report when she says:

“As the summary table of workshops held at the end of the report shows, during the period under review (March 2004 to February 2005) GL held 35 workshops that brought together 1656 participants (60 percent were women and 40 percent men). Add to that (see Programme of Action assessment table at the end of the report) a Summit, eleven book launches, fact sheets for three campaigns, four magazines, twelve E-newsletters, a data base of 2000 contacts, four books, 72 opinion and commentary pieces, the groundbreaking Gender and Media Audience Study and you have enough to keep a few dozen people busy for a few dozen months”.

The work involved in publishing project-related documents and formal publications (as well as all the other programme work) is managed by less than ten people who are undoubtedly extremely committed to their work. It is a mammoth task. The work ethic of GL is held in very high regard by its partner organisations in the region.

*This huge number of publications obviously needs to benefit more people than the GL partners. For this to happen, there is need for some form of repository that can be accessed by the public, including schools and universities. The idea of having a Gender Media Centre has been explored by the evaluators and is the subject of a separate report.*

### 7.3 Website and List Serve

The GL website was developed under the E-GEM project funded by HiVOS (E-GEM in general refers to the GL website). The objective was to develop a well managed and maintained website and interactive Internet tools for advancing and giving coherence to GL’s gender and media work. GL proactively undertakes website development because the organisation is aware that information technologies offer new and efficient spaces for communication, as well as local and international outreach.

E-Gem (the website) is located within the wider framework of E-Talk. All GL programmes revolve around E-Talk – a wide array of IT applications and services (see Figure 8- Gender Links POA) that constitute an interactive IT platform where questions can also be posed and information shared – including live online discussions and conferences. In relation to its list serve, GL reports that it has a database of over 2000 contacts comprising media practitioners, decision-makers and editors who it works with across Southern Africa. It uses its list serve to announce functions and book launches, to issue media statements, to circulate the GL Opinion and Commentary Service and generally to publicise its work. In addition, GL has an innovative Virtual Resource Centre (VRC), which is a database of case studies with training notes for media trainers.

The GL website has grown to be a site for piloting new and innovative IT ideas. The website changes and develops in tandem with new technological advances. This awareness of the need to update the website as and when it is necessary at the dictates of incoming new technologies ensures that GL has a website that is alive and a content management system that provides the staff and other users with the capacity for quick updates as well as more intensive research. All staff are involved in updating the web site.

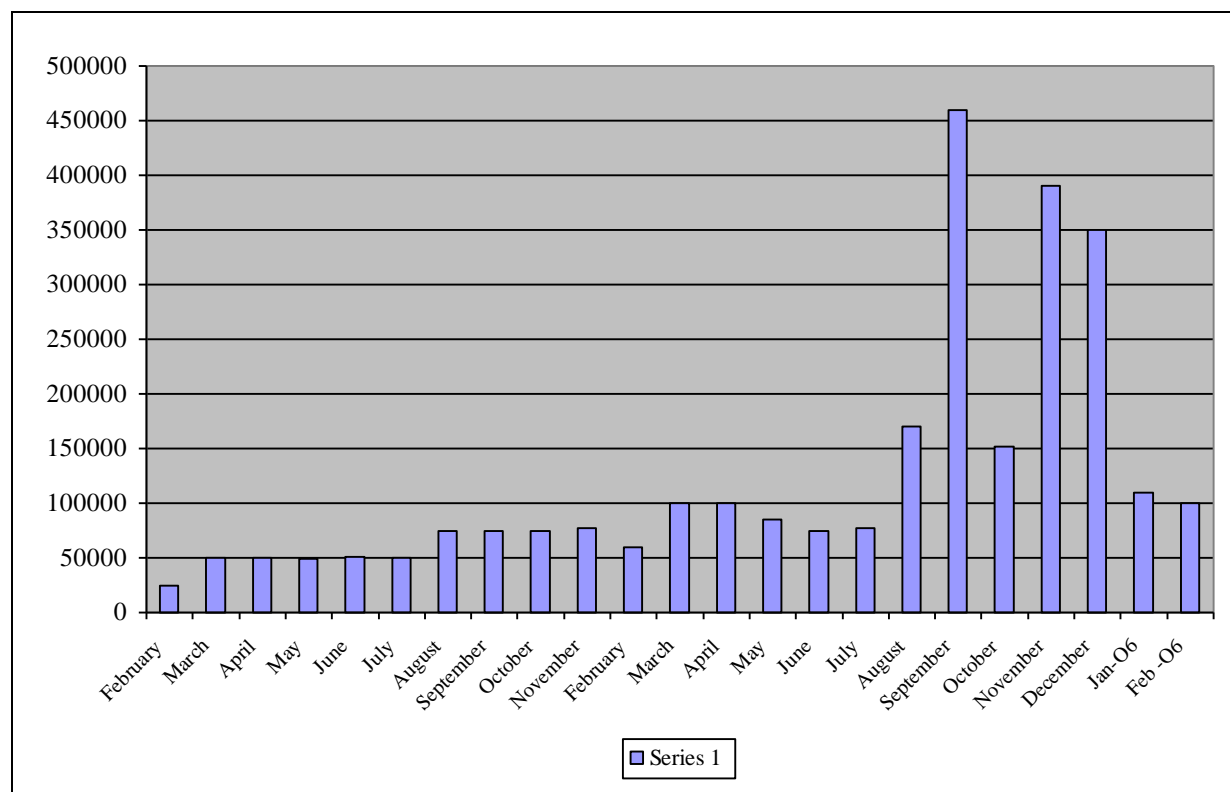
Over the past five years, GL has met many people and has also generated lively debates and discussions on gender and media issues. The establishment of the GEMSA network has made the E-GEM project even more critical. To network these contacts and to build a gender and media movement in the SADC

region, GL regularly has to update its website, and to run an E-GEM network, now enhanced by the existence of the GEMSA network.

The use of IT is singled out by GL staff as a very important tool in leveraging the work of GL in a variety of ways.

Statistical analysis of the website from 2004 to 2006, regional breakdown of usage, indications of most accessible pages and VRC information, has been compiled by GL.

**Figure 14: Website usage from February 2004 to February 2006**

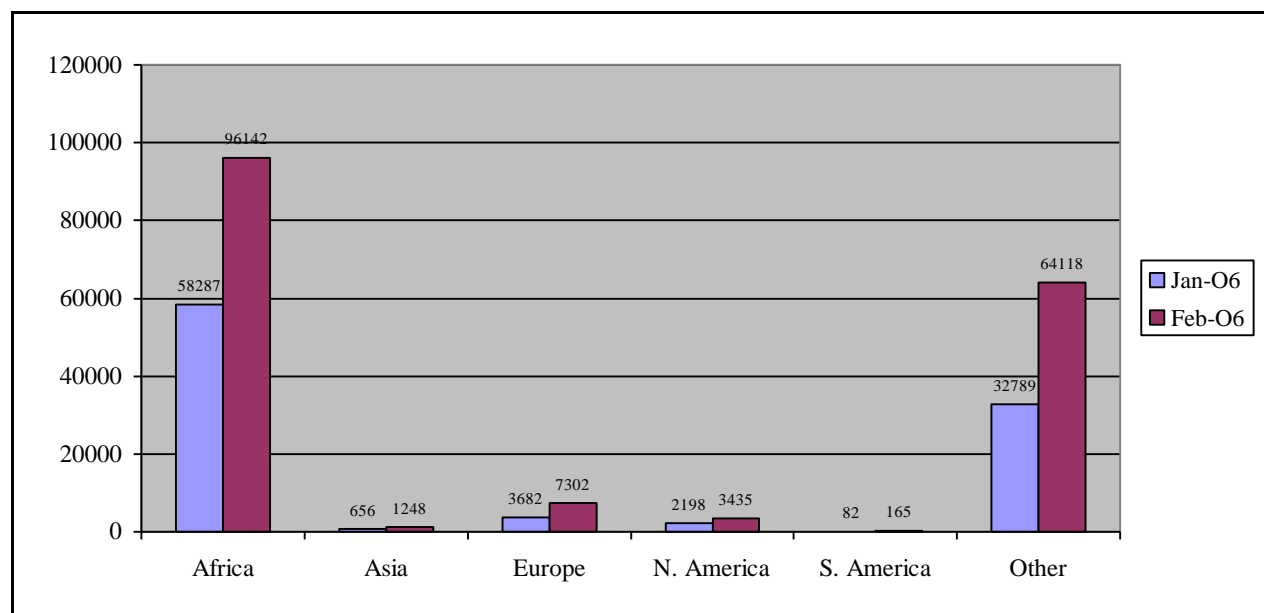


Source: GL Website Report, February 2006

Figure 14 above shows that over the period February 2004 to February 2006 the GL website was actively used. Visits increased from 20,000 to about 100,000 a month, increasing to 153,000 in August 2005, 451,000 in September 2005, 150,000 in October 2005 and 450,000 in December 2005.

A breakdown of traffic from the continent of Africa is quite informative, with South Africa topping the list, in terms of website visits. This is probably because GL is situated in South Africa, is well known in this country, and because there is relatively high connectivity compared to other SADC countries.

**Figure 15: Regional breakdown of usage in January and February 2006**



Source: GL Website Report, February, 2006

According to the Figure above which shows international regional usage over 2 months, Africa tops the list with 96,142 hits, followed by the category 'other' with 84,118, Europe with 7,402 hits, North America with 3435, Asia with 1,248 and lastly South America with 165 hits.

Figure 15 shows that the GL Website has international appeal and usage. It is used by people in more than five international regions. This is quite impressive, considering that GL is a small NGO with a relatively small office and a small staff operating from South Africa. Small as it is, it has a ripple effect across the world in matters of gender and the media.

According to the GL Website report produced in February 2006, the most accessed website pages over the period under the spotlight are, in order of popularity:

- What's new section (36,735)
- Chat (21,892)
- Home page (19,140)
- Other (9786)
- Commentaries and press releases

The most accessed pages during the first three months of 2006 (March, April, May) are as follows, in order of popularity:

- What's new section (131,322)
- Home page (75,180)
- Other (61,123)
- Cyber dialogues (17,719)
- Articles, commentaries, VRC and Press Releases (7,326)
- Forum (4,640)

The 'What's New' section continues to top the list but the home page appears to have gained some new popularity in 2006. The section designated "other" is fairly popular and should be disaggregated to show the items under this heading. The item "Forum" has been added to the most accessed pages in the year 2006, but shows the least visits.

The GL target of 120,000 hits per month on the website was achieved during the months of August to December in 2005. However, in the first two months of the year 2006, this target was not achieved. This could be linked to the kind of activities that were taking place during these months. It looks like people would generally be coming back to active life only some time after the end of the year and Christmas break. The target of increasing the database to 2000 contacts and uploading 2,000 images onto the website as well as increasing usage from African countries are being actively pursued.

The fact that GL staff have undergone training as new systems have been put in place should be complemented by building the capacity of networking partners so that IT can indeed fully leverage the work of GL. Capacity building of partners has been done through workshops conducted by GL and GEMSA across the region assisted by NIZA funding. Zimbabwean respondents who attended one of these “IT for Advocacy” workshops found them very useful. Some media students also attended the workshop. The lecturer’s testimony was extremely positive. He said he was amazed by the amount of practical knowledge that his students gained after attending the workshop.

#### 7.4 Virtual Resource Centre (VRC).

According to the VRC report for the year February 2005 to March 2006, most case studies are from South Africa, followed by Zambia and there are an equal number of case studies from Zimbabwe, Namibia and Botswana. There is one case study from Mozambique while there are no case studies from Angola and the Seychelles due to the Lusophone and Francophone linguistic cultures of these countries. *If GL wishes to break these language barriers, also in countries such as Madagascar and the DRC, it will have to invest in the use of translators.*

**Table 18: Total number of VRC case studies per GEM classification**

GEM classification	Blatant stereotypes	Subtle stereotypes	Gender aware	Gender blind
Total VRC	16	32	66	69

E-Talk, the GL Opinion and commentary service, the website, list serve and VRC have all combined to leverage the work of GL and have contributed to shaping GL as an organisation that is efficient and effective in their niche of gender and media in Southern Africa.

## **8. CONCLUSION: SUMMARY OF FINDINGS AND RECOMMENDATIONS**

### **8.1 Achievements And Impact**

8.1.1 Gender Links is an overwhelmingly successful and productive organisation. Its institutional reputation is not only based on the extraordinary number of training and advocacy workshops that it holds, but equally on the high quality and speed of its work, its groundbreaking research and extensive documentation, its impact on journalists and the media, its impact on SADC governments and parliaments in terms of policy, its impact in growing the number and voices of women politicians in the media in Southern African and its international innovation in research and strategy.

8.1.2 Gender Links is the main driver of the media and gender agenda in the SADC region. It is a very effective mobilising agency, both in terms of research and projects (content) and in relation to resources such as training tools and funding.

8.1.3 This comment from an interviewee captures an essential characteristic of GL: "Gender Links is not just about meetings and workshops – it is always about next steps and resources".

8.1.4 Gender Links has had a significant impact on media institutions and the media in the SADC region. Over the past five years there has been a visible increase in gender coverage in the media, and notable improvements in the gender balance and use of language in the media. This is also borne out by quantitative indicators as provided by the 2005 GMMP as compared to the 2002 GMBS. For instance, 9 countries in the region show increases in the number of women sources in the media. (The exceptions are Angola, Botswana, Lesotho and the Seychelles). Female sources have also increased in relation to the themes of politics and government, crime and violence, business and economics and more generally as reflected in the overall "other" category of the results published. The picture is very far from perfect and men still dominate outright as sources of news, but the pertinent fact is that the statistics for women are improving. It would be highly detrimental to let up pressure on the media now and GL is at the forefront of effectively engaging the media in this regard.

8.1.5 Various monitoring exercises indicate there has been an increase in the number of voices of women in the media and in the number of women in parliament in a number of countries where GL conducted its Elections, Gender and Media training courses in 2004 – during which national elections took place in 8 SADC countries. In South Africa women sources in election coverage increased from 13% in the 1999 elections to 22% in the 2004 elections, and from 17% to 25% in Mauritius and Swaziland. Over the same period the number of women MP's in South Africa increased from 30% to 32.8%, from 8% to 17% in Malawi and from 5.6% to 17% in Mauritius. Gender Links has also emerged as an important analyst and commentator in the SADC region in relation to the voices and votes of women in elections in the area of Gender and Governance.

8.1.6 Other impacts are visible in terms of the significant influence that GL has had on the programmes and projects of influential media associations such as SAEF and MISA. At the turn of the century gender equality was nowhere on their barometers – now it looms large as a major focus area and issue in their programmes and in their employment and editorial policies.

8.1.7 Gender Links is a centre of excellence and is often leading the North in issues of research and innovation in relation to its mission. The GMAS study conducted by GL is the first of its kind in the world to investigate the needs of media consumers along gender lines, and which for the first time begin to view audiences as citizens, and not only as consumers. Also note the comment by international media and gender expert Margaret Gallagher in the UK: "The bringing together of research, training, networks and advocacy at various levels is a very powerful combination, and one that few (if any) organisations [anywhere] have pursued so successfully".

8.1.8 The media Profile of Gender Links is very high. In 2005/6 GL received media coverage in a total of 172 reports including on radio and television and in 44 newspapers in 5 SADC countries. It also received

international news coverage in USA Today, the New York Times, the IRIN (UN) News Agency and by the Inter Press Service (IPS).

## **8.2 What Lies Behind These Achievements?**

### **Programmes**

8.2.1 Gender Links is meeting and often exceeding its output targets.

8.2.2 Overall, the programme areas of GL are mission-driven, coherent in design and conceptually well linked and integrated in terms of achieving as much impact on societal transformation as possible. It does so by focusing on policy makers at the level of the media and in governmental institutions, focusing on the training of media practitioners in the state and private sectors and to a lesser extent on community media, and by training of gender NGO's and women decision-makers and the broader public.

8.2.3 The cutting edge empirical research conducted by Gender Links, and which provides the entry point to and underpins so many of its programmes, lends great credibility and legitimacy to its work.

8.2.4 A specific way of working (methodology) was established early on and refined progressively: conduct research; produce well-presented training manuals and resource materials; launch and publicise these in as many countries of the region as possible; hold training courses for trainers in applying these resources; hold national training workshops for media and NGO practitioners to cascade the knowledge and to apply this learning to media practise. The formulation of National Action Plans to provide structure and focus for campaigns is another and more recent element of this very ordered method of working. This comprehensive methodology delivers substantial impact in terms of knowledge and awareness about gender and media issues in the SADC region, and concrete results in media practise, and is therefore a decided strength of GL.

8.2.5 Another important methodology established by GL is on-site newsroom training for journalists, first in respect of mainstreaming gender into reporting and soon after in relation to Gender, Elections and Media training. It is the first organisation that has systematically pioneered and tested this form of training, which is very cost effective, and offers the best chance of grassroots impact at the level of individual journalists, while also pro-actively engaging news executives. It should be understood that it is a breakthrough in media practise to allow outside institutions to enter newsrooms and to conduct training inside them. Through MAP and in partnership with other institutions, GL aims to provide newsroom training on HIV/AIDS and Gender in 80% of the newsrooms in the SADC region by 2008.

8.2.6 Mainstreaming gender in media education and media training institutions is a GL model that has been discussed with a view to replication at international meetings. This project involves integrating gender into all key areas of the training curriculum, not only in standard report writing, but also in sub-editing, headlines and the use of photographs.

8.2.7 GL's centrally integrated use of Information and Communication Technology significantly leverages its work in the region and in the world.

### **Board And Governance**

8.2.8 GL is very effectively governed by a strong Board that takes its role very seriously in relation to good governance and which practises detailed oversight over financial affairs, staff appraisal and development matters, quality programme implementation and development, strategic planning and good internal policies and systems.

### **Strong Management**

8.2.9 GL enjoys overall strong, very energetic, honest and transparent management leadership by the Executive Director

8.2.10 The evaluators are satisfied that GL has excellent daily operational procedures and policies in place to ensure orderly and systematised staff conduct and managerial control over resources.

8.2.11 Gender Links is one of the best-managed and governed NGO's in terms of strategic planning, financial management and Board oversight that the evaluators have encountered. Its financial systems, programme and project design and output, its human resources monitoring and evaluation systems, its programme monitoring and reporting systems, as well as its comprehensive policies and regulations, by far exceed standards of NGO's in general. Many of its policies and internal systems can be used as 'best practise' models for other NGO's.

#### **Financial Accountability And Sustainability**

8.2.12 The level of financial transparency to the Board of GL is very high. The detail and the clarity of financial reporting in Gender Links in principle enables any Board member to investigate any aspect of the organisation's funding, should they wish to do so.

8.2.13 Furthermore, GL is highly regarded by donors for its strong, detailed and accountable financial management (a view endorsed by this evaluation), its careful planning of project implementation and astutely converging activities - such as training or planning workshops - to save money, the rigour with which it respects donor deadlines in relation to financial and narrative reporting, and the high quality of its reporting.

8.2.14 In 2005/6 Gender Links raised funding from no less than 24 funding sources. During 2005 the ED at various times submitted 36 reports to 13 donors and 22 new funding applications for the coming year.

8.2.15 The undoubted impact of Gender Link's work in the SADC region over the last five years, the undeniable human rights importance of their work, the ongoing need for their work, the high quality of their work and the sheer quantity of their work, objectively justifies the validity of core cost funding over the next 3–5 years.

#### **Networks And Partnerships**

8.2.16 Gender Links has a very strong outreach and catapults its work extremely effectively into the SADC region through networks and strong partnerships. The extent and range of partnerships for an organisation only 5 years old is phenomenal. The organisation has worked with over 40 bilateral partners in the region and a similar number in all nine provinces of South Africa – the latter mostly in the Gender Justice sector.

8.2.17 Beyond these bilateral partnerships GL also works with an umbrella network, GEMSA, and three alliance (multilateral) partnerships: The (Southern African) Media Action Plan on HIV and AIDS and Gender, the Southern African Gender Protocol Alliance and the partnership on 365 Days of Action Against Violence in South Africa. It also participates in a number of networks as a member organisation in which it is not a leading partner.

8.2.18 Its success in networking has resulted in GL becoming a key link in the networking of networks, including MAP, GEMSA and the Gender Protocol Alliance. Collectively, with GEMSA playing a special linking role, these networks constitute the establishment of a **gender and media movement** in the SADC region.

### **8.3 Key Challenges**

#### **Strategic Positioning and Mission**

8.3.1 Gender Links is slowly 'succeeding' in working itself out of its niche – by increasingly empowering other organisations in the SADC Region in promoting gender equality in and through the media. However, it is still too early to diminish the gender and media focus and GL must over the next two years continue with its current Plan of Action in meeting and rooting the vital need for mainstreaming gender into the media.

## **Staff**

8.3.2 In relation to their enormous programme and project output, the small number of staff at GL work in a pressured environment, and high standards in relation to quantity and quality of work is expected from them. There is a fine line between the continuous high expectations of delivery demanded from them, and burn out. In relation to the current and future issues of human resources, it is necessary for GL to stop for a moment and reflect. If not, it runs the risk of perpetuating an (overloaded) way of working that may not be sustainable in the long run from a human resources point of view. Core funding is a key factor in helping to reduce the stress of project-related funding.

## **External Relationships**

8.3.3 In some instances, partnerships can be derailed by problems of capacity and delivery, by partners that don't pull their weight and by unequal relationships. Despite such constraints, GL is characterised by its ongoing and continuous relationships with a vast majority of partners. Although networks and partnerships are a core strategic element in GL, its formal planning and assessment systems do not include formal evaluation of its relationships with networks and partners. Individual event evaluations are undertaken, but these are not sufficient to assess partnership and network relations broadly.

## **Media Focus**

8.3.4 GL targets mainly the mainstream media (state and privately-owned media) and appears to enjoy limited relationships with community media, who are much more inclined to target poor communities in more rural areas outside of capital towns and cities. Some commentators have urged GL to include community media more pro-actively as a target group. This is an acknowledged area of weakness by GL, who has been focusing on mainstream media for reasons of reach. It intends strengthening its focus on community media, particularly in relation to widening the scope of its women in local government projects.

## **Financial Sustainability**

8.3.5 GL faces serious challenges to its operations and programmes as a result of the ad hoc project-funding nature of its donor income. Among others, all staff are appointed on 12-month contracts only. With one exception, all staff salaries have to be generated from project funding, including that of the Executive Director. It cannot be expected that GL can simply continue raising its human resource needs from project funding. The latter is a wholly contradictory 'catch 22' situation in which GL becomes overloaded with the implementation of project work, but in order to attract more funds, it has to submit more project applications. *This is a key structural reason that results in work overload in GL.*

8.3.6 Comparatively, it can be seriously questioned as an issue of discrimination on the part of donors, that other regional media institutions such as in-service training institutions and media freedom institutions receive core cost funding, but that GL does not. The reason perhaps in relation to these institutions is that they have existed for a longer period of time during which core cost funding arrangements have been set in place and the essential and ongoing nature of their work is recognised.

## **8.4 Key Recommendations**

### **Mission**

8.4.1 GL needs to think and plan a few years ahead and begin reinventing itself by expanding the other elements of its mission statement – particularly Gender and Governance - and possibly Gender Justice as well. These focus areas do not necessarily have to be confined to media and communication issues (although they would obviously include these). The lack of unity and cohesion, and the tensions within the Gender Justice sector, must, however, continue to be weighed and explored by GL when deciding on a possible extension of the mission of GL. The recent encouraging signs of growing institutional collaboration in the implementation of the National Action Plan to End Gender Violence in South Africa and the strong links through the Southern Africa Gender Protocol Alliance in the region provide key entry points for expanding these areas of work.

- The board of GL and the organisation overall should pro-actively focus on the issue of expanding or refocusing its mission as it develops its next three-year strategic plan. GL will need time to plan and build its capacity to meet the challenge of refocusing its mission.
- Gender Links should internally map already existing Gender Justice and Governance organisations and their programmes in the SADC region to carefully assess whether GL can feasibly extend into these areas and whether duplication of roles (and clashes) could arise with any existing institutions.
- Based on the results of this mapping exercise, debate whether it should enter either of or both these sectors more prominently and consider the networking and partnership strategies that this would require;
- Depending on the outcome of the above, significantly develop the capacity of GEMSA to meet the gender and media mainstreaming needs in the future (review and expand the current GL POA in this regard).

Funders and GL should note that additional sources of funding might be required in relation to this recommendation. The actual budget would depend on the design of the actual GL projects to provide significant capacity building of GEMSA.

### **Management and Institutional Issues**

8.4.2 Create a new programme area that involves institutional capacity building of gender and media and gender advocacy NGO's. Partners can share best practises and models with each other in such a programme, and GL should particularly communicate its Assessment and Planning Model, as well as other aspects of its institutional policies and practises. GL, working with partners in GEMSA and using the model it has developed for efficiently and effectively running an NGO, can also play an important role in building the in-country capacity of GEMSA chapters so that they are able to mobilise their own funds on the basis of increased donor confidence about their administrative, planning and management capacities.

### **Staff**

8.4.3 The evaluators recommend that the Board of GL consider the appointment of an additional Office Administrator and the creation of a separate post for a full-time Deputy Director, to share the workload of the Executive Director. It should further carefully assess in relation to the current POA and possible extension of the POA (see mission-related recommendations above), whether the staff complement will be sufficient. The voices of staff about their workloads should be heard during this exercise. In general it should also consider strategies for retaining staff, particularly in the Editor's post. *It is recognised that appointing more staff is contingent on the raising of core-cost funding.*

### **Programmes and Projects**

8.4.5 The huge number of publications produced by Gender Links needs to benefit more people than the Gender Links partners. For this to happen, there is need for some form of repository that can be accessed by the public, including schools and universities. The idea of having a Gender and Media Centre has been explored by the evaluators and is the subject of a separate report.

8.4.6 Training of women journalists specifically should be considered, not only in media skills, but to prepare them to compete for executive editorial positions, so that transformation of the media can take place on a staffing level in media houses (a view promoted by SANEF).

### **Partnerships and Networks**

8.4.7 The Board of GL should formally evaluate key partner and network relationships every year when drafting its annual Programme of Action. Such evaluations would include a strong consultative element, not only about the programmes, but also about the service and capacity building role of GL. GL would also benefit by more critically examining which partner organisations are beneficial to its work, and which ones are not. Based on comments received during these evaluations areas of focus during such evaluations should include:

- Issues of inclusivity (who are members of networks and who are not and why);

- Assessment of the degree of ownership of projects and programmes by partners and networks;
- Assessing whether GL is 'too overwhelming' - either in relation to the number of projects being implemented, the timing of such projects, or the impact of GL driving the programmes.
- Satisfaction about consultants that have been deployed;
- Assessing the capacity building needs of partners;
- Assessing which partnerships are unproductive and considering new partners.

Such evaluations could make use of external independent assessment and research (as was done for this evaluation), as well as key partners participating in a GL retreat to discuss the results. Such discussions should be facilitated by an independent organisational development expert. Donors should be willing to fund partnership evaluations and the follow-up partner meeting that would form part of the process.

8.4.8 In general, more public and vocal expression from Gender Links that it stands in solidarity with other organisations in relation to their organisational objectives (e.g. broader media freedom issues, regulation of the media by bodies independent from the State, the transformation of state broadcasters into public broadcasters) could contribute to a wider acceptance of the objectives and role of Gender Links. Gender Links should also from time to time seek to support the public activities of its key partner organisations more visibly (such as attending public launches), and not confine interaction with them in relation to the agenda and programmes of Gender Links only.

8.4.9 GL needs to recognise that in organisational development terms GEMSA is maturing as a network, and that it is natural for its members to start demanding more say in the research and programmes of the network. This is a dynamic that GL should accept and accommodate. It indicates a growth in confidence about gender and media work, and a desire to increasingly own this work. A change of leadership style by GL in GEMSA is needed at this juncture – GL becoming more consultative about the choice of projects to be implemented by GEMSA, and about role and project divisions between GL and GEMSA. The 2006 Summit, which is to be followed by GEMSA's first major strategic planning meeting since its inception, will provide a key opportunity for doing so. Specific recommendations are that:

- GL should propose that GEMSA conducts surveys in the SADC countries to establish country and regional needs. These could be used to guide the choice of projects and may give GEMSA country networks a stronger sense of ownership of projects.
- Related to the above it has been suggested by a number of partners and staff that more work can be done in relation to the findings of the GMBS. Some want to take the findings of the GMBS to more provinces and districts in their countries, and others want to start exploring training and advocacy in remaining areas where women's voices have been indicated to be weak. Some want to focus more strongly on policy work. This issue should be explored with them to establish more concretely what they have in mind. This could be a good sharing and consultative exercise in GEMSA.
- GL enjoys strong political connections in various countries. In terms of its capacitation of GEMSA it should pro-actively link GEMSA branches to these connections.
- GL should particularly involve the training institutions in GEMSA in discussion about research methodology. This could be done at a workshop in the form of a consultative 'lessons learned' review and would also contribute to capacity building among partners. Consultation with relevant partners about research should always precede new project development.

### **Financial sustainability**

8.4.10 The time has arrived for donors to take hands to address the serious project-funding impediments to the work of Gender Links and to strengthen its core-cost financial capacity and sustainability in the struggle for gender equality.

A **key recommendation** is that donors enter into long-term (3-5 year) funding agreements with GL and that they also include core costs for 5 staff salaries in key posts (the Executive Director, Deputy Director, Head of Research, Head of Training and Office Manager) and other running costs in these agreements. A special donor round table meeting should be convened by GL for this purpose, with the assistance of some of its long-standing donor partners.

- It is also recommended that core cost funding be made available for new technology to update existing computers and software, particularly in the light of how effectively and innovatively GL makes use of its IT platform.

8.4.11 Concerns have been expressed by GL that its administrative costs are increasing because donors are demanding more and more detail in financial reports. It is recommended that donors seriously consider appointing local auditors of their choice to oversee the financial details of donor contracts with Gender Links (and other NGO's), instead of demanding that partners spend more time (and expense) in furnishing this information.

8.4.12 GL could seriously look into the possibility of generating income through the establishment of a separate business wing that would offer high-level gender consultancy services. It has already provided such services to various intergovernmental and governmental agencies, and beyond the realm of gender and the media. The ED and Finance Manager of GL also confirm that potentially a big market exists for expert services in this area. This proposal should not be misunderstood as a simple extension of the work of GL, but the development of a professional business arm of GL in the same manner that MISA developed the Southern African Media Development Fund (SAMDEF) as a separate but linked institution. It would require a major feasibility study being conducted to assess the potential of the market and to propose a business model and plan.

## ANNEXURE 1

### Narrative overview of programme development in Gender Links

The first full year of operation took place from March 2002 to February 2003. Projects in its first two years included the production of a number of strategic resource materials for use in the SADC region including “Whose News, Whose Views: A Southern African Gender in Media Handbook” (in partnership with Inter Press Service in Zimbabwe and the African Women and Child Feature Service in Kenya), “Getting Smart: Strategic Communications for Gender Activists” (in partnership with Women’s Media Watch) and “Gender in Media Training: A Southern African Tool Kit” (in partnership with the Institute for the Advancement of Journalism and the NSJ Southern African Media Training Trust). As is customary practise by now in GL, these materials were launched at public events in various SADC countries (sometimes on May 3, World Press Freedom Day – a day frequently utilised by GL to publicise research and findings), often including important dignitaries of state, and were followed-up by training and advocacy courses in the application of the materials.

A specific (methodology) way of working was therefore established early on: conduct research, produce well-presented manuals and resource materials, launch and publicise them in as many countries of the region as possible, hold training courses for trainers in applying these resources, and arrange training workshops for media and NGO practitioners at which the training takes place. Of late, the formulation of national action plans to provide structure and focus for campaigns, is another element of this very successful and ordered method of working. *This methodology – research, publications, public launches, training of trainers, training courses, national action plans - delivers substantial impact in terms of knowledge and awareness, and concrete results, about gender and media issues in the SADC region, and is therefore a decided strength of GL.*

Another early feature of the mission of GL was to work in the area of Gender and Governance. The “Getting Smart” manual for gender activists was early evidence of this, as well as the study called “Beyond Numbers: Gender and Governance in Southern Africa”. It’s involvement in the “Sixteen Days of Peace” campaign in South Africa with special emphasis on the links between Gender Violence and HIV and AIDS are other examples. This has more recently been extended by the Gender Justice Barometer, in terms of which an audit of commitments made by governments to combat gender violence was conducted in 2004. These commitments, and the ‘Addendum on Ending Gender Violence’ to the SADC Declaration on Gender and Development, are constantly being monitored and documented.

During this early period (in 2002), GL decided to undertake a mammoth Gender and Media Baseline Study (GMBS) in partnership with MISA. It was necessary to prove to the media the factual extent of gender inequality in news content, and also to provide a quantitative baseline against which progress (hopefully not lack thereof) could be measured in future years. In one of the most comprehensive content analyses conducted anywhere in the world, some 25 110 news and feature items in 114 public and private print and broadcast media houses in 12 countries of Southern Africa were monitored, counted and analysed for one month in September 2002. At least 20 organisations across the sub-region were involved in conducting the study. The Media Monitoring Project (MMP) of South Africa and international gender and media expert Margaret Gallagher assisted in designing the monitoring methodology, training the country monitors in capturing the quantitative data, and assisting with the quantitative analysis. MISA and GL afterwards conducted National Action Planning workshops in each country leading to country strategies for improving gender balance in news. The GMBS again, but much more prominently than any activity before it, catapulted the work of GL into the SADC region, and was a pivotal project in firmly rooting GL alongside the other major sub-regional media NGO’s in Southern Africa. The GMBS will be updated every 5 years to track trends, and to compare results with the Global Media Monitoring Project (GMMP).

Other trends were also established within the first two years. GL had already established its African Gender and Media Initiative (GEM) in partnership with IPS in Zimbabwe and the AWC in Kenya. After its second year GL had also established gender and media networks in 6 Southern African countries, known as the Southern African Gender and Media Network,

which brought together the early institutions and individuals that GL partnered with to mobilise, cascade and to ground gender and media work. By the following year, GL is officially referring to these networks as the GEM networks in their 2003/4 Annual Report (GEM no longer only referring to the partnership with IPS and AWS).

During 2003/4, GL advanced its Gender and Governance programme by researching and publishing its ground breaking study called "Ringling up the Changes: Gender in Southern African Politics". In this study, edited by GL Executive Director Colleen Lowe Morna, 13 researchers interviewed 172 ministers, MP's, NGO leaders, experts and citizens, to show that women in governance do make a *qualitative* difference. The study was launched and used in training workshops in 10 SADC countries in which elections were due to take place over the next two years, and were aimed at both women in politics and the media. This resulted in a significant increase in the coverage of women politicians, and the chairperson of GL, Ms. Thenjiwe Mtintso, also says in the foreword of the 2003/4 Annual Report that it contributed to SADC Heads of States calling for 50/50 women representation, even before the 2005 deadline of the 30% target for women in decision-making positions called for in the 1997 SADC Gender and Development Declaration had ended. (The 30% target was not achieved in most countries).

Mainstreaming gender in media education became a prominent focus during 2003/4 (although a number of related activities and the production and testing of resource materials by in-service journalism training institutions had already taken place in the preceding year). This project involves integrating gender into all key areas of the curriculum including community journalism, broadcasting, photojournalism and sub-editing. In one such project - in partnership with the Polytechnic of Namibia - this project culminated in a well-used student-run 'gendered' news agency service for all mainstream and community media in the country in the 2004 elections.

Another trend emanates from this period – training in the coverage of violence against women and children, with a special focus on the links with HIV and AIDS, that culminates in the production of a special news and information supplement (and in the case of South Africa, also the production of community radio programmes), as an important output of the training course. These print media supplements are then distributed by established newspapers in countries or provinces, to reach a wide audience. Training is therefore not only imparted on a theoretical basis, but through practical implementation in the production of news products that are actually included and distributed by established media. GL has taken this idea further and with the AWC in Kenya produces daily newspapers during major international conferences such as the World Summit on Sustainable Development (called 'WSSD GEM') and during the 15<sup>th</sup> annual conference on HIV and AIDS in Bangkok ('GEM News').

Another important training trend from this period is on-site training for journalists on mainstreaming gender into their reporting. Workshop training is practical and useful, but has limitations in terms of impact. Media houses cannot always release staff to go away for a period of a week, and the learning of participants that go back to newsrooms is not necessarily accepted or appreciated. On-site training by definition requires the involvement and cooperation of news executives, who are also included and witness the training, and are therefore much more willing to mainstream the training into their news practises afterwards. It is also at this level that many more working journalists become the recipients of gender and media training. GL has conducted this form of training within media houses in 10 countries as part of its Gender, Democracy and the Media training programme. The newsroom approach is being rolled out on a much bigger scale with the Media Action Plan on HIV and AIDS and Gender that aims to reach 80% of newsrooms in Southern Africa by 2008 with HIV and AIDS and Gender policies and related capacity building at all levels. On site training in newsrooms delivers maximum impact and the best chances of transformation in the media.

Other important developments in 2003/4 include the establishment of the on-line Virtual Resource Centre (VRC) on the GL web site for media trainers – a wide and on-going collection of case studies for use by trainers (183 studies from 12 countries by the end of March 2006). GL pro-actively strives to use *Information Technology* to best advantage in meeting its objectives. Another important IT addition during this year was the "Cyber

Dialogues” – an ongoing initiative – that links activists, survivors and policy-makers within countries and across the region in ‘live’ online discussions at particular moments, for instance during the Sixteen Days campaign in South Africa (in partnership with the Government Communication and Information Service) or during important conferences, such as the 365 Days of Activism conference in South Africa recently. The online GL Opinion and Commentary Service also surfaces during 2003/4. This service by GL provides on average 10 articles every month written by activists and opinion shapers around Southern Africa on gender issues. The service is mainly targeted at the mainstream media – who are free to use any articles as long as they source the articles to the Gender Links Opinion and Commentary Service. There has been a substantial and marked increase in the use of the articles by the media over the past year (which GL monitors carefully), and particularly when gender issues are high on the news agenda during special events. Monitoring by GL, by collecting press clippings, shows that 126 articles were produced during 2005/6, which were published 326 times (an average 2.6 republication of each article). The networks across the SADC region also engage through E-Talk, that includes a database of over 2000 subscribers. It is an interactive forum where questions can be posed and information shared by media practitioners, activists and policy makers, including the logging of important developments. The purpose is to network all the contacts of GL and to build a gender and media movement across the SADC region. In relation to IT-based projects, documents submitted to the March 2006 board meeting of GL shows that over a 7-month period (July 2005 – February 2006), the GL web site received 1 128 710 hits. The Cyber Dialogues – that are coupled with specific events or campaigns - particularly attract huge participation (749 054 hits). As testimony to its value, the World Bank requested GL to make the Cyber Dialogue facility available to it for use during the 2005 Summit to review the Millennium Development Goals.

In September 2004 GL and MISA convened the *2004 Gender and Media Summit* attended by 184 participants from 15 African countries (and observers from India, the US, the UK and New Zealand). *This was another pivotal event that further entrenched the work and standing of GL in the SADC region.* The summit discussed how to move from rhetoric on gender equality to the reality of making that happen in newsrooms and in editorial content. These issues were discussed in 3 parallel sessions involving 90 facilitators and presenters. One of the many highlights was the awarding of the first ever gender and media awards in Southern Africa (across five categories). The 13 finalists included first, second and runner-up awards, 4 of which were men. An impressive book on the summit was produced “Getting it Right: Gender and Media in Southern Africa” that contains 44 case studies presented at the Summit. *Another major outcome was the formation of GEMSA* (the Gender and Media Southern African Network), and the broad outline of an action plan for GEMSA. GL had by now during its preceding years formed 8 GEM networks in various SADC countries, but the Summit decided to elevate the GEMSA network to an independent and autonomous institutional entity, with its own CEO and a 27-person committee, including the country representatives of all the country networks. It also established a 4-person executive committee that will always include GL and MISA – the convenors of the Summit. This means that GL retains its position as the leading research, documentation and programme driver of the network, and that MISA, as the foremost membership-driven media freedom NGO in the region concerned with issues of media for democracy, diversity and pluralism, and with a strong country presence and resources in the region, will be alongside GL to give the network institutional impetus and support. The membership of GEMSA also includes a wide array of relevant institutions including MISA and its national country chapters, national editors forums, national media monitoring projects, NGO’s that promote gender justice, the Federation of African Media Women in Southern Africa (FAMSA) and its country chapters, media training institutions, individual members, as well as GL (and its former 8 country GEM networks).

GL is also, for the time being, hosting the Secretariat of GEMSA and providing it with offices at the GL premises in Johannesburg and paying the salary of the GEMSA Network Assistant and the GEMSA CEO. The two organisations – GL and GEMSA - are now entering into a Memorandum of Understanding to regulate their relationship, both financially and operationally. The Board of GL has determined that GL will provide financial support to GEMSA for a 6-month period until the end of September 2006, by which time GEMSA needs to generate its own income from funding support.

Other significant developments in 2004/5 include the introduction of the “ ‘I’ Stories”. This is a publication in which women and men speak for themselves and tell their own stories. These stories, particularly on issues of gender violence and HIV and AIDS, are powerful personal testimonies about people’s ‘lived’ experiences on the ground. These stories have been published in two soft cover books by GL, simply called “The ‘I’ Stories”, and are also disseminated through the GL Opinion and Commentary Service. Some of these authors have subsequently been interviewed by the media. The publication of these personal accounts leads to public discussion of the ‘lived’ experiences of men and women – thereby breaking down the statistical barrier of quantified facts and information that obscures the human interest element in many media reports. At the recent conference on 365 Days Against Violence in South Africa, organised by GL in cooperation with the South African government, one survivor told her “I” story in the official opening ceremony alongside keynote speeches from the (woman) deputy president of the country and other high dignitaries of state. More than anything this gruelling testimony, in which no details were spared, helped to focus the participants in grasping the severity of gender violence in the course of developing a national action plan in South Africa to fight gender violence 365 days a year. Everyone present knew that this “I” story represented the daily reality of possibly millions of women in the country and across the SADC region. The “I” Story project, along with the web site of GL, the Cyberspace Dialogues, the GL Opinion and Commentary Service, and other publications of GL, such as the “Southern African Media Diversity Journal”, form an important part of their programme called “Write about Rights”, in which GL provides material for publication in the media (and valuable resource material in general). It is part of a two-pronged strategy in which the media is assisted in mainstreaming gender into news reporting, but are also offered content that they can use to cover important issues and themes, and to show how gender can be mainstreamed into media reporting.

In 2004/5 the Gender and Media Audience Study (GMAS) took place in six countries in which the ‘gendered’ responses of citizens to news were researched. The study was conducted to test the claim that ‘sexist’ news coverage was necessary for commercial reasons, a claim made frequently to GL, particularly during the development of national actions plans following the GMBS, but without any scientific evidence that this was in fact the case. The study found, among others, that both men and women find sexual images ‘uncomfortable’ and ‘degrading to women’. Both men and women also wanted both genders, but particularly women, portrayed in more diverse roles, for instance in public life, business and sport, and men portrayed not only in these roles, but also as parents and care givers. This study has provided GL with another effective advocacy tool in relation to media marketing and business departments, and not merely in relation to editorial departments. This study has duly been launched in all countries where it was conducted, and also at other important gatherings such a forum of media owners and the AGM of the Southern African Editors Forum (SAEF). It focuses on the wishes and needs of media consumers - an important part of the triangle of *media producers, media consumers and media content shapers* – that are all targeted by GL through various strategies.

Shapers of media content are targeted by empowering women in politics (as well as gender activists) as evidenced by the training given to women politicians in relation to the national elections that took place in 2004/5. More recently the focus has moved to the empowerment of women on local government level – the most neglected tier of government until recently. Women politicians are taught effective public relations and communications skills in relation to the media. This is the rationale that underpins training in both the Gender and Governance (women politicians) and Gender Justice (gender activists) programmes of GL. Other activities in Gender and Governance included the further publicising of the “Ringing up the Changes” book at many high profile launches in various countries during this period, but also at book launches of the UN Commission on the Status of Women meeting in March 2004, and at the Ten Year Review of the Beijing Conference in March 2005. GL, through its Director, is also part of an international team of experts producing a global study on the use of quotas for advancing women’s political participation – a study led by the University of Stockholm. GL is currently working with the AWC on extending this research to East Africa. These examples show that GL is continuing to forge important links on an international level, and that its work is internationally recognised and valued.

Gender, Elections and Media training (which falls under the Gender and Governance programme) also advanced during 2004/5. The GMBS had shown that women politicians enjoy much less media exposure than men, and are either invisible or portrayed in ways that demean their standing. Day long-symposiums were held in 7 countries where national elections were pending for media practitioners on how women politicians are covered in the media and day long symposiums for women politicians on how to factor media into their plans and campaigns. Various newsrooms were visited to engage them directly. Media coverage was subsequently monitored after these training courses, and showed a considerable increase in both the quantity and quality of coverage. *For instance, in South Africa, women sources increased from 8% in the 1999 election to 25% in 2004. Over the same period the representation of women increased from 8% to 17% in Malawi and from 5.6% to 17% in Mauritius.* GL also embarked on a year-long pilot project with the City of Johannesburg to empower councillors in gender analysis, leadership and communication skills. This project has now been replicated in two other municipalities in South Africa and is being extended in close collaboration with the South African Local Government Association (SALGA), particularly with a view to cascading it into rural areas.

A close working relationship has also evolved with the SADC Gender Unit (based with the SADC Secretariat in Botswana). GL coordinated an audit of the gender commitments of SADC governments in relation to the 1997 SADC Declaration on Gender and Development in collaboration with a consortium of partners to review progress towards achieving gender equality. The consortium is known as the Southern African Gender Protocol Alliance. Findings include that only three countries have achieved the 30% target of women in parliament (the average is 20% with only three countries achieving the 30% mark); that in every country there are severe contradictions between customary law and codified law in respect of women's rights and the contradictions are not addressed by the constitutions of countries; that the major proportion of people live with HIV and AIDS are women (mainly young women) and that women also shoulder the burden of caring for people with HIV and AIDS - mostly unaided and unrecognised. Laws, systems and services for addressing gender violence are also inadequate.

During the 2005 Heads of State Summit in Botswana, GL and the SADC Gender Unit recommended that the 1997 SADC Declaration on Gender and Development be elevated to the level of a Protocol and that the threshold of 30% be elevated to 50% parity for men and women for all decision-making bodies by 2020, in line with the position of the African Union. The latter recommendation was adopted, but not the former. The campaign to elevate the declaration into a protocol, however, continues unabated. During the Heads of State Summit GL played a prominent role during the parallel SADC Civil Society Summit, which said in a statement that while many milestones had been achieved "the struggle for gender equality is still far from over". The extent of the presence and impact of gender NGO's at the SADC Summit was unprecedented. The fact that GL was able to 'network' its call for 50/50 gender parity and a Protocol into the deliberations of the Heads of State, is a unique accomplishment for an NGO and testifies to the strength of its resolve, its contacts and networking abilities, its organising and advocacy abilities. *The Head of the SADC Gender Unit said in an interview for this evaluation that it was "unprecedented" for a civil society organisation to impact on a SADC Heads of State Summit in this way without prior and sustained support of one or more member states.* This event was not without its controversies, but these do not detract from the success of this event.

During 2004/5 GL conducted an audit of the gender and HIV and AIDS policies of 366 media houses in 12 countries of the SADC region. Only 37 media houses had policies on these issues (predominantly in South African (18) and Zambia (12), although this is still very small given the media densities in the two countries. Many of the policies are also inadequate, and little monitoring of the implementation of policies is conducted. Some media houses also believe that such policies are not necessary (because they already employ a 'lot' of women – a profound indication of a lack of knowledge and understanding of gender issues and what is meant by gender policy), and others said that in relation to editorial content, managements should not interfere with the editorial independence of these departments. (The latter is in principle correct – which means that GL must focus on direct interaction with editorial

departments, editors and journalists, in relation to issues of media coverage – which it does with SAEF and MISA – but needs to do much more of directly inside newsrooms). The results of this audit are of particular significance for the Media Action Plan on Gender and HIV and AIDS. MAP aims to have, among others, gender and HIV and AIDS policies in 80% of the newsrooms of the SADC region by 2008. MAP is a programme directly focused at the media (media houses and journalists) and is therefore led by the Southern African Editors Forum, but that also involves GEMSA and others. Many of the partners are members in their own right, and not through GEMSA alone. Some of the partners play the role of lead agencies or support agencies in respect of MAP's thematic structure, and there is contestation about these roles – mainly in relation to the efficient execution of allotted tasks. Some lead agencies have been 'demoted' out of these positions over the past year or so and GL has also been involved in these contestations (as witnessed by the evaluators at the last meeting of MAP convened by GEMSA), mainly in relation to the lead agency coordination role of the Southern African Editors Forum (SAEF). GL is the lead agency in respect of policy. This matter is again discussed elsewhere in this report. The research led by GL, and technically assisted by the MMP, is again of a high quality and of major importance in terms of informing a MAP programme of action.

Since 2004/5, initially to meet the demand of a donor (HiVOS), GL has started including indicators for 'outputs' (quantitative indicators) and 'outcomes' (qualitative indicators) in its strategic and actions plans in order to demonstrate impact. It decided to extend these indicators across all its activities, and not only those funded by HiVOS. *GL is meeting (and often) exceeding its output targets.*

As GL says itself, it is more difficult to assess impact. However, its Media Watch programme is one strategy to try and assess impact. These projects consist of national media monitoring projects in various countries to assess whether the national baseline statistics established by the GMBS in 2003 are improving in these countries in relation to certain key indicators, such as an increase in women sources of news. *Some findings are that in 2004 women sources increased from 17% to 25% in South Africa, Mauritius and Swaziland. In one case, The Star newspaper in South Africa, the figure was as high as 40%. As mentioned above, monitoring of election coverage in relation to gender, following gender and election training courses in a number of countries, showed a significant increase in the coverage of women. In Mauritius the newly informed media coverage played a decisive role in increasing the proportion of women elected.*

Another indicator of impact is the monitoring conducted for the Global Media Monitoring Project (GMMP) in 2005 that provided an important opportunity to benchmark gender and media work in the region, and to compare results with the regional GMBS conducted in 2002. Although monitoring for the GMMP focused on only one day as compared to one month in the GMBS, the results showed overall that women, as a proportion of news sources, increased from 17% in the GMBS to 19% in the GMMP. However, significant gains were made in individual countries such as South Africa where the figure rose from 19% to 26%, Namibia that increased from 19% to 25% and Mauritius that increased from 17% to 25%. There is a close correlation between the countries that made these gains and the extent of gender and media activism in each. All SADC countries participated in the GMMP thanks to facilitation and coordination by GEMSA and support from GL and MISA.

The Sixteen Days campaigns held annually across the region has led to improvements in both quantity and quality of coverage and many alerts are also now being reported on gender and media issues (particularly through E-Talk). In some cases decisive action was taken in relation to an event and in other cases sparked critical debate. Another example, also cited by GL, is that it is in the process of building a gender and media 'social movement' in Southern Africa. It had been asked to what extent it was contributing to the development of social movements during a Think Tank organised by HiVOS in Tanzania in 2004. *The evaluators are of the view that GL is not only in the process of, but has already succeeded in establishing a social movement on gender and the media in Southern Africa – as evidenced by the Gender and Media Summit of 2004 which, in turn, resulted in the establishment of GEMSA.* The challenge of course is to sustain and grow the movement, and to continue demonstrating impact in the gender and media field.

Prominent activities in 2005/6 included the extension of the Media Audience Research project into another six countries, using the Global Media Monitoring Project to benchmark progress in the SADC region since the GMBS, developing a gender and HIV and AIDS policy tool kit to internally strengthen partners (including the media training institutions) in mainstreaming gender in their own work, developing a publication called "Business Unusual" as a training manual for a new project called Gender, Media and the Economy, strengthening the GEMSA networks through training in the use of the Cyber Dialogues in relation to gender justice advocacy, developing a manual on gender sensitive HIV and AIDS campaigns, producing three Gender and Justice Barometers (an e-newsletter/magazine) to monitor the SADC Addendum on Ending Gender Violence, producing a number of resource publications in support of African and international women's networks participating in the Summit on the Millennium Development Goals, extending the "Mirror on the Media" (Media Watch projects) to Lesotho, Swaziland and Malawi, developing Media Literacy tools for the Ministry of Education in South Africa and conducting training courses to develop the IT skills of GEMSA country branches. GL, as in previous years, also continued to roll out some of its previously established projects (it takes more than a year to roll out projects that begin with research and reports to record these, to launch these in many SADC countries, to conduct Training of Trainers courses, and then to hold the actual courses – either on a workshop level and/or in-house at a number of media houses, and to draft national action plans.)

New projects for the current year (2006/7) include the development of a tool kit for mainstreaming gender in media NGO's, a review of the public service mandate of the Independent Communications Authority of South Africa (ICASA) – the statutory regulatory authority for Telecommunications and Broadcasting in South Africa (as part of a bigger project reviewing policies of a number of public institutions in South Africa being coordinated by the Freedom of Expression Institute in South Africa), continuing the country roll out of the Gender, Media and the Economy project, the Development of a National Action Plan (in partnership with the South African government and many gender NGO's in the country) to end gender violence in South Africa, to conduct an audit of the progress of this campaign during the Sixteen Days campaign, to monthly produce the e-Gender Justice Barometer, development of a training manual based on this work and workshops in Southern Africa to share the idea, the publication of a six-monthly Media Diversity Journal to enhance knowledge generation and dissemination on gender, media and governance issues through a high quality journal (that replaces the bi-monthly 'Amalungelo' magazine whose funding came to an end), furthering the campaign of the Gender Protocol Alliance, extending the "Mirror on the Media" (the Media Watch projects) into the area of advertising, developing a Media Literacy Kit for media consumers and offering general Media Literacy training for the public and civil society in South Africa and to conduct this comprehensive 5-year evaluation.

## ANNEXURE 2

### Monitoring indicators in the March 2006 Board papers of Gender Links

Many excellent quantitative monitoring reports are reflected in the March 2006 Board Papers in relation to:

- The number of workshops held over the previous year (a staggering total of 61);
- A website report indicating the statistical annual breakdown of usage (2 281 774 hits) and the most accessed pages (led by the Cyber Dialogues), the continental distribution of hits, the African distribution of hits and the SADC distribution of hits;
- The annual number of reports in the media about the work of GL (172 reports = 3.31 per week- the majority in the print media, followed by radio and then TV);
- The distribution figures of new publications (7) produced over the past year;
- The annual number of case studies produced for the Virtual Resource Centre (used in training) across 11 SADC countries, one elsewhere from Africa and 3 further a field internationally (183 in total);
- The GL Opinion and Commentary service produced 126 articles by 139 writers (some articles have multiple authors), across 10 SADC countries, 9 from other African countries and 4 further a field internationally, which resulted in 326 press clippings (an average use of 2.6 publications of each article). This section of the web site also received 6 095 hits over the past year. In 2005/6 compared to 2004/5 the number of articles produced increased by 287% and their usage in the media by a phenomenal 1205%;
- GEMSA's income statement for 2005/6 reflected R982 118 in income and R841 688 in expenditure leaving a surplus of R140 430. GL contributed R360 728 of GEMSA's income, which covered the salaries of its CEO and her network assistant. GEMSA has drafted a budget of R2 419 063 for 2006/7, of which it has so far secured R1 024 647, leaving a shortfall of R1 394 416 that will have to be raised from donors.
- The detailed annual work plan for GL in 2006/7 including *time frames, outputs and outcomes* under its six major programmes (Gender and Media Research, Gender and Media Training, Gender Justice, Write about Rights, Gender and Governance, Media Watch and finally Institutional Growth and Development).

### ANNEXURE 3

#### Memorandum of Understanding between the Gender and Media Southern Africa Network (GEMSA) and Gender Links (GL)

##### 1. Purpose

This MOU concerns collaboration between Gender Links (GL) and the Gender and Media Southern Africa (GEMSA) Network.

##### 2. Background

GL is a Southern African NGO that promotes gender equality in and through the media within the broader context of gender sensitive and responsive governance. GL in partnership with the Media Institute of Southern Africa (MISA) undertook the Gender and Media Baseline Study in 2003 that formed the backdrop of the Gender and Media Summit in September 2004. This led to the formation of the Gender and Media Southern Africa (GEMSA) Network, with GL and MISA as founding institutional members. Other institutional members include SAFAIDS and the Federation of Southern African Media Women. GL currently hosts the secretariat of GEMSA. The executive director of Gender Links is currently chair of GEMSA, and the treasurer of GEMSA is on the GL board. The GEMSA constitution provides for GL and MISA to be permanently represented on the executive committee of GEMSA. During its first year in operation GL administered GEMSA's funds. GEMSA has now been registered in South Africa and has an independent bank account. From 1 March 2006 (the beginning of the new financial year) GEMSA accounts will be wholly autonomous of Gender Links. During its first year GEMSA raised approximately R1 million in independent funding, with GL contributing approximately R400 000 in staff salaries as well as in several indirect ways (eg teleconferences). From 1 January 2006 the GL deputy director, who had temporarily taken over management of GEMSA, assumed the post CEO of GEMSA with full responsibility for the finances of GEMSA, accounting to the GEMSA Executive Committee. The GL Board has committed to paying the staff of GEMSA until September 2006 at which time it is anticipated that the Network should be able to shoulder all its own costs.

##### 3. Values and principles

Both organisations are committed to ensuring gender balance and sensitivity in the media as part of broader efforts to strengthen democracy in the region.

##### 4. Comparative advantages

- **GL's** comparative advantage is as a regional institution that produces cutting edge research, pilot projects, training tools, and methodologies focusing on the mainstream media; gender activists and women decision-makers. Operating from its South Africa base, GL has a strong record of managing such processes across all countries in the region, in partnership with a wide variety of institutional partners.
- **GEMSA's** comparative advantage is as a broad-based network operating in 13 countries that has a growing membership and local chapters that provide an excellent avenue for advocacy, activist research, dissemination of information and replication and extension of pilot projects.

##### 5. Mutual benefits

The comparative advantages yield important complementarities:

- GL products, ideas, conceptual capital, regional and international links are essential to good advocacy and especially to engaging with a sceptical mainstream media.
- GEMSA networks provide a means for harnessing the energies of the growing gender and media movement in the region, enhancing ownership, providing multiplier effects and managing interlocking partnerships. They galvanise a broad range of partners on the ground and provide a key mobilising and watchdog component to the kind of work that GL undertakes.

## 6. Potential overlaps

Potential overlaps include those that may arise from:

- **Management arrangements**, as the GEMSA Constitution stipulates that the executive directors of the founding institutions always be represented on the executive committee, and that the executive director of the host institution provide day to day oversight of the Network. In particular the seconding of the GL Deputy Director to be chief executive of the Network created some initial confusion regarding staff identity.
- **Financial arrangements**, especially until such time as GEMSA is able to pay its own staff.
- **Administrative arrangements**, relating to shared offices and facilities.
- **Programmatic work** that could overlap if not carefully planned to ensure synergies rather than duplication.
- **Funding arrangements**, if approaches are not closely coordinated; roles and responsibilities made clear.

## 7. Agreed arrangements

To ensure smooth and mutually beneficial operations, the two organisations agree to the following:

### A. Financial arrangements

GL shall

- Provide the salary of the GEMSA CEO to September 2006 and R90 000 towards the salary of an assistant.
- Provide office space, administrative, financial and logistic support to GEMSA.

GEMSA shall

- Ensure that sufficient funds are raised by GEMSA to pay its staff from October 2006 onwards.
- Pay GL the 10% administration fee attached to all projects to cover costs of rent, stationary, maintenance, financial administration, staff oversight etc. This arrangement will be kept under review as GEMSA finances improve with a view to agreeing on a fixed monthly payment.
- Ensure that in the management of its projects there is sufficient cash flow at all times to cover GEMSA's project-related costs.
- Ensure that at all times reports to donors are up to date and that financial accounting is impeccable, as failure to do so will inevitably reflect on the host institution.

### B. Relations with donors

- GL and GEMSA shall ensure transparency and regular communication between themselves and all funding partners in relation to fund strategies and arrangements.
- Partnerships and accountability shall be clearly defined and acknowledged. These may either take the form of joint project proposals or a proposal by either organisation to which partners are subsequently invited. In the latter case, clear contractual arrangements shall be entered into.

### C. Administrative and management arrangements

- As stipulated in the GEMSA Constitution, GEMSA staff shall be accountable to the GEMSA Executive Committee through the Executive Director of the host institution, currently Gender Links.
- Put in place management mechanisms for the staff of GEMSA.

### D. Programme coordination

GEMSA shall coordinate its programming with GL, as with all partners. Joint undertakings for 2006/2007 are attached at Annex A.

**E. Acknowledgements**

- The financial support provided by GL in ensuring that the Network gets off the ground and hosting of the Network (for as far as this is the case) shall be acknowledged in all official GEMSA documentation and records.
- GL (and any other partners who contribute financially and in other ways to the Summit) shall be acknowledged both as members of the Network and as partners in their own right in all official summit communication, on the GEMSA website and in media communication.
- Both partners shall acknowledge each others contributions through use of logos and in written form in joint projects undertaken.

**F. Regular communication**

- GEMSA staff shall meet once every two weeks with GL staff to ensure smooth day to day operations.
- The GEMSA CEO shall provide a monthly report to the ED of the host institution and quarterly narrative and financial reports to the GEMSA Exco.
- Relations between GEMSA and the host institution shall form a standing item on the agendas of quarterly GEMSA and GL Exco meetings.

**8. Dispute resolution**

Every effort shall be made to resolve any disputes arising in the course of this agreement through mediation. In the event of the parties being unable to do so, the parties agree to refer the dispute to an independent mediator.

**9. Variation clause**

The parties agree that this constitutes the entire agreement between the parties and no variation will be permitted except as agreed to in writing by the parties.

**ANNEX TO THE GL/GEMSA MOU: PARTNERSHIP PROJECTS BETWEEN GL AND  
GEMSA 2006/2007**

<b>Name of project</b>	<b>Nature of work</b>	<b>GL inputs</b>	<b>GEMSA inputs</b>	<b>Financial arrangements</b>
1. Audience research in Angola	Launch	<ul style="list-style-type: none"> <li>• Books</li> </ul>	<ul style="list-style-type: none"> <li>• Logistics</li> <li>• Do onsite launch</li> </ul>	<ul style="list-style-type: none"> <li>• GL will cover costs relating to the launch.</li> </ul>
2. Regulatory authorities	Developing tools for mainstreaming gender in regulatory authorities	<ul style="list-style-type: none"> <li>• Detailed audit and pilot project with ICASA</li> <li>• Checklists and methodologies.</li> <li>• International best practices</li> </ul>	<ul style="list-style-type: none"> <li>• Regional audit of laws and policies.</li> <li>• Handbook.</li> <li>• Workshop with regulatory authorities</li> </ul>	<ul style="list-style-type: none"> <li>• Each to cover costs of contributions.</li> </ul>
3. Gender justice campaigns	Train in Namibia, Mauritius, Zimbabwe and Zambia	<ul style="list-style-type: none"> <li>• Documentation and tools arising from pilot project to develop a National Action Plan in SA.</li> <li>• Conceptualisation of programme and training.</li> <li>• Overall management of the project and logistic support during the workshops.</li> <li>• Monitoring and evaluation via the Gender Justice Barometer.</li> </ul>	<ul style="list-style-type: none"> <li>• Communicate with GEMSA chapters</li> <li>• Contract local facilitators</li> <li>• Do budgets</li> <li>• Train in three countries</li> <li>• Follow up processing leading to the Sixteen Days.</li> <li>• GEMSA membership forms and certificates</li> </ul>	<ul style="list-style-type: none"> <li>• GL to pay R36000 to GEMSA for coordinating and running workshops</li> </ul>
	Joint activities during the Sixteen Days	<ul style="list-style-type: none"> <li>• Provide cyber dialogue facility and content through the Opinion and Commentary Service</li> </ul>	<ul style="list-style-type: none"> <li>• Coordinate at regional level activities by country chapters.</li> </ul>	<ul style="list-style-type: none"> <li>• Each to cover costs of inputs.</li> </ul>
4. SADC HOS 2006	Advocacy materials and capacity building through a week long training course to write opinion and commentary pieces on the Protocol and related issues to use in a regional supplement	<ul style="list-style-type: none"> <li>• Put together course</li> <li>• Invite participants</li> <li>• Run workshop</li> <li>• Edit content</li> </ul>	<ul style="list-style-type: none"> <li>• Design the supplement</li> <li>• Arrange for supplement to be carried in local media</li> <li>• Work with country chapters to develop media plan</li> <li>• Arrange for GEMSA people to go to Lesotho</li> </ul>	<ul style="list-style-type: none"> <li>• GEMSA has R66230 to print a supplement and to attend the SADC HOS in Lesotho</li> <li>• GL has R126600 to run the workshop</li> </ul>
5. Virtual Resource Centre	Gathering five case studies from GEMSA chapters every month	<ul style="list-style-type: none"> <li>• Edit and upload case studies</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure that GEMSA chapters submit case studies</li> </ul>	<ul style="list-style-type: none"> <li>• GL will pay R250 for each case study used</li> </ul>

6. Summit	Organising the Gender and Media Diversity Summit	<ul style="list-style-type: none"> <li>• Fund raise for the Summit.</li> <li>• Assisting in conceptualizing the programme and outcomes.</li> <li>• Administering awards for the MAP policy best practices.</li> <li>• Documenting best practices</li> <li>• Provide logistical, administrative and staff support</li> </ul>	<ul style="list-style-type: none"> <li>• Fundraise for the Summit</li> <li>• Support chapters to fundraise for the Summit</li> <li>• Administering regional gender and media awards</li> <li>• Overall management of the Summit.</li> </ul>	<ul style="list-style-type: none"> <li>• GEMSA will manage the overall fund raising for the Summit.</li> <li>• GL will contribute a minimum of R250000 towards the Summit through its programme funds.</li> </ul>
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#### PARTNERSHIP PROJECTS BETWEEN GL AND SAGEM

<b>Name of project</b>	<b>Nature of work</b>	<b>GL inputs</b>	<b>SAGEM inputs</b>	<b>Budget implications</b>
1. Media Action Plan on HIV and AIDS and Gender	Coordinate the HIV and AIDS and Gender policy roll out in South African newsrooms	<ul style="list-style-type: none"> <li>• Coordination</li> <li>• Handbook</li> <li>• Facilitator's guide</li> </ul>	<ul style="list-style-type: none"> <li>• Engage with media houses and make presentations about the project and identify ways of working together</li> <li>• Start policy roll out process</li> </ul>	<ul style="list-style-type: none"> <li>• GL has contracted SAGEM to be the SA facilitator</li> </ul>
2. Media literacy	Testing of media literacy kit	<ul style="list-style-type: none"> <li>• Literacy kit and</li> </ul>	<ul style="list-style-type: none"> <li>• Training in IT for advocacy</li> </ul>	<ul style="list-style-type: none"> <li>• GL will contract SAGEM for some of the training.</li> </ul>

**ANNEXURE 4: Newspaper supplement produced by Gender Links, GEMSA and MISA for distribution in the Public Eye newspaper in Lesotho on 17 August 2006 during the SADC Heads of State Summit in Lesotho.**

## **ANNEXURE 5**

### **LIST OF INTERVIEWEES**

#### **Board members of Gender Links**

1. Ms. Thenjiwe Mtintso – Chairperson (quoted from GL literature and participation at the 2006 Board meeting)
2. Dr. Athaliah Molokomme – Deputy chair and Chair of the Executive Committee
3. Ms. Pat Made – Member of the Executive Committee
4. Ms. Colleen Lowe Morna (Executive Director and Member of the Executive Committee)
5. Ms. Loga Virahsawmy (Member of the Executive Committee)
6. Ms. Ruth Ansah Ayisi (she is also the Coordinator of SAMTRAN)

#### **Staff of Gender Links**

9. Ms. Janine Moolman – former Editor and Assistant Director
10. Dr. Agnes Odhiambo – Programme Manager for HIV and AIDS, Gender and the Media
11. Ms. Susan Tolmay – Researcher, Publications Manager and Programme Officer for Gender and Governance
12. Mr. Michael Havenga – Finance Manager
13. Ms. Mwenda Mkhize – Office Administrator
14. Mr. Edward Zwane – Office Assistant and Driver
15. Ms. Nontobeko Dhlamini – Intern (participation at the trimester staff meeting)
16. Ms. Rochelle Davidson – Senior Researcher (participation at the trimester staff meeting)

#### **Staff of GEMSA**

17. Ms. Kubi Rama - Chief Executive Officer (and former Deputy Director of GL)

#### **Partner Organisations**

18. Ms. Liesl Gernholtz – Chairperson of the Board of Tshwaranang – a Gender Justice NGO. She is also a consultant to GL and works for them two days a week on the HIV and AIDS programme
19. Ms. Sally Shackleton – Women’s Net
20. Ms. Dorcas Hove – Federation of African Media Women in Southern Africa (Executive Director)
21. Ms. Sara Page - SAFAIDS
22. Mr. Kaitira Kandjii – Regional Director, Media Institute of Southern Africa (MISA)
23. Ms. Jennifer Mufune – Programme Specialist: Media Support – HIV and AIDS and Gender in MISA
24. Ms. Emily Brown – Head of the Dept. of Media Technology, Polytechnic of Namibia
25. Ms. Sarry Xoagus Eises – GEMSA Namibia
26. Ms. Pupsha Jamieson – MAP Malawi
27. Ms. Rose Haji – National Director of MISA-Tanzania
28. Ms. Judith Smith – Executive Director of the Southern African Media and Gender Institute
29. Mr. Bheki Maseko – GEMSA Swaziland
30. Dr. Otieno Ndonga – Media Studies Department, University of Botswana
31. Ms. Keabonye Ntsabana – Secretary-General of the Botswana Media Women’s Association (BOMWA)
32. Ms. Caroline Phiri-Lubwika – Information Officer of MISA-Botswana
33. Ms. Loveness Jambaya – Media Monitoring Project of Zimbabwe and the country coordinator of GEMZI
34. Mr. Columbus Mavhunga - GEMZI
35. Mr. Dumisani Gandhi – GEMZI
36. Ms. Netsai Mushoga - GEMZI
37. Mr. Sharon Tapfumane - GEMZI
38. Mr Tafadzwa Sekeso - GEMZI
39. Mr Clever Maputseni – GEMZI
40. Ms. Sheila Bapu, Minister in the Labour Government, Mauritius
41. The Minister of Social Security in Mauritius
42. Dr R Kasenally - Lecturer at Mauritius University

- 43. Focus Group Discussion of MWO members in Mauritius
- 44. Ms. Jana Ncube – SADC Gender Unit
- 55. Mr. John Mukela – Executive Director of the NSJ Southern African Media Training Trust
- 56. Mr. Richard Delate – UNAIDS
- 57. Mr Daniel Molokele – Coordinator of SAEF
- 58. Mr William Bird – Executive Director of the MMP of South Africa

**Media Practitioners (also partners)**

- 59. Mr. Robert Jamieson – Chairperson of the Southern African Editors Forum (SAEF) and Editor of The Chronicle newspaper in Malawi
- 60. Ms. Beata Kasale – Editor of The Voice newspaper in Botswana
- 61. Mr. Sechele Sechele – Media consultant and consultant to GL. Former editor of Mmegi newspaper in Botswana
- 62. Ms. Pamela Dube – GEMSA coordinator in Botswana, Chairperson of the Press Council of Botswana, former editor of Mokgosi newspaper
- 63. Mr. Davison Maruziva – Editor of the Sunday Standard newspaper in Zimbabwe
- 64. Mr. Mandla Mpofu, journalist of the Zimbabwe Independent newspaper and a member of GEMSA Zimbabwe (GEMZI)
- 65. Joelle Atisse - News Editor of MBC Radio, Mauritius
- 66. Ms. Marie Annick Sauripene - Journalist for L'Express newspaper in Mauritius
- 67. Mr. Charles Chisala – Columnist for the Times of Zambia and a HIV and AIDS and Media consultant in Zambia
- 68. Ms. Pat Mwase – Deputy chair of MISA-Zambia, media consultant and a former editorial executive in Zambia, member of SAEF

**International partners**

- 69. Ms. Margaretha Geertsema – International scholar on Gender and Media (Butler University in the USA)
- 70. Dr. Carolyn M. Byerly - Chair of the Feminist Division of the International Communication Association
- 71. Ms. Margaret Gallagher – an International Media and Gender expert in the UK

**Donor Representatives**

- 72. Ms. Petronella Maturure – HIVOS
- 73. Ms. Soneni Ncube - HIVOS
- 74. Ms. Fenneke Hulshof Pol – Programme Officer, Netherlands Institute for Southern Africa (NiZA)

## ANNEXURE 6

### PROFILES OF THE EVALUATORS

**Jeanette Minnie**, the lead consultant in this evaluation, is a South African citizen and an international Freedom of Expression and Media consultant, also known as Zambezi FoX – the name of her consultancy service. She is a former Regional Director of the Media Institute of Southern Africa (MISA), a former Executive Director of the Freedom of Expression Institute (FXI) in South Africa and a former 'Media for Democracy' Coordinator of the International Federation of Journalists (IFJ) in Southern African. She is currently (part-time) an advisor to the Media Programme of the Netherlands Institute for Southern Africa (NiZA), an Executive Committee member of the Global Forum for Media Development (GFMD) and a member of the 'Strengthening Africa's Media' (STREAM) Task Force of the UN Economic Commission for Africa. She is one of two coordinators of a campaign to repeal 'insult' and criminal defamation laws in sub-Saharan Africa and has published articles in various books on the themes of Ethics, Journalism and Self-Regulation of the Media and on the growth of Independent Broadcasting in South Africa. She is the editor of a book entitled "Outside the Ballot Box: Preconditions for Elections in Southern Africa" published annually by a consortium of organisations including HiVOS, NiZA, OSISA and MISA. She specialises in assisting media organisations with the development of freedom of expression strategies and organisational development issues. She regularly conducts evaluations of media development projects for donors and NGO's in various countries and regions across the world. She was the lead consultant in an evaluation of UNESCO's international freedom of expression strategies in 2001/2. She obtained a B.A. Honours degree in Philosophy from the University of South Africa (UNISA).

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**Anna Cletter Mupawaenda** has worked as a community development officer, training officer and is currently a senior university administrator. She is an independent development consultant who holds a BSc (Sociology) Honours Degree, a Masters in Adult Education, a Certificate in Community Development, a Certificate in Training and Extension, a Certificate in Competence Based Training, A Training of Trainers Certificate in Gender and Development, an FAO Training of Trainers Certificate in Socio-economic and Gender Analysis, and a SAFAIDS Certificate in HIV and AIDS Consultancy. Her skills and competences include: Gender Mainstreaming, Materials Development, Workshop Facilitation, Research Methodologies, Project Management, Evaluation Approaches, Social Environmental Assessment Approaches, Management Training and Mainstreaming HIV and AIDS across sectors.

The following is a sample of Anna Mupawaenda's recent consultancy work that spans over fifteen years: Evaluation of the UNDP's Role and Contribution in the HIV and AIDS Response in Zimbabwe, 2005 –2006; Evaluation of the Family Health Trust of Zambia, 2005; Action Aid Study on Partnership in Mozambique, Kenya, Ethiopia, Nigeria and Sierra Leone, 2004; Outcome and Impact Evaluation of Muleide, a Women's Organisation for Lawyers in Mozambique, 2004; Facilitating a Strategic Planning Workshop for the organisation Southern African Water and Land Rights, 2004; HIV and AIDS in Education Source Material for the Zimbabwe Human Development Report on HIV and AIDS, 2003; Gender Analysis of Government of Zimbabwe Land Reform Documents, 2001 and Case Study and Module on Participatory Approaches and Gender in Integrated Coastal Zone Management, 2000.

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