



# Evaluation of Hivos Support to Gender Links – the Opinion and Commentary Service and Institutional Support

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## *Evaluation Report*

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Sandra Ayoo,  
External Evaluator

September 2013 – March 2014

## 1.0 Programme Identification Details

Title of Programme	Gender Opinion and Commentary Service and Institutional Support
Name of Lead Institution	Gender Links
Start date	June 2002
End date	December 2013
Amount of Hivos Funding	
Brief Summary of Programme Objectives:	<ul style="list-style-type: none"> <li>• To develop and maintain the VRC and make it a useful tool for trainers.</li> <li>• To support women and men experts and novice journalists in writing and publishing opinion pieces in the mainstream media.</li> <li>• Write opinions and commentaries- French.</li> <li>• Launch Lusophone Commentary Service.</li> <li>• Targeted marketing, training and long-term strategic planning for English, Francophone and Lusophone Service.</li> <li>• To effectively manage the Human Resources functions.</li> <li>• To implement the staff capacity building plan to ensure that staff's capacity match the job requirements.</li> <li>• To promote the individual and organizational wellness by implementing programmes that encourage individuals to attain the body, mind and spirit balance.</li> <li>• To effectively manage the GL operational functions.</li> <li>• To ensure that GL's financial systems remain sound, relevant, efficient and sustainable.</li> <li>• To ensure that an annual audit is conducted and that an unqualified audited report is achieved</li> <li>• To ensure that all donor requirements, reports and deadlines are complied with.</li> </ul>
Programme Location	South Africa, SADC countries
Target groups- wider beneficiaries	Women councillors, local authorities, women in communities, communities in Zimbabwe, gender focal persons.
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## List of Acronyms

AU	African Union
AWID	Association for Women's Rights in Development
CCP	Africa Union Citizen Centre for Participation
CEO	Chief Executive Officer
CNN	Cable News Network
CoE	Centres of Excellence
CSOs	Civil Society Organisations
CSW	Commission on the Status of Women, the
DFID	Department for International Development
DRC	Democratic Republic of Congo
EAC	East African Community
Exco	Executive Committee
FEMENET	African Women's Development and Communication Network, the
FGDs	Focus Group Discussions
FLOW	Netherlands government FLOW fund
GAD	Gender and Development
GBV	Gender-based violence
GEMSA	Gender and Media Southern Africa Network
GFMG	Global Forum on Media and Gender
GL	Gender Links
GMBS	Gender and Media Baseline Study
GMDC	Gender and Media Diversity Centre
GMPS	Gender and Media Progress Study
GTF	Governance and Transparency Fund
IATI	International Aid Transparency Initiative
IAWIT	International Association for Women in Transition (IAWIT)
KIIs	Key Informant Interviews
M&E	Monitoring and Evaluation
MDG	Millennium Development Goal
MISA	Media Institute of Southern Africa
MOI	Memorandum of Incorporation
MOU's	Memorandum of Understanding
NEPAD	New Partnership for Africa's Development, the
NGO	Non-Governmental Organisation
OCS	Opinion and Commentary Service
PAs	Performance Agreements
PLWA	People Living with HIV and AIDS
POA	Programme of Action
SADC	Southern African Development Community
SADC-CNGO	SADC Congress of NGOs
SAMSO	Southern African Media Services Organisation
SGP	SADC Gender Protocol
SGPA	Southern Africa Gender Protocol Alliance
SGPA	SADC Gender Protocol Alliance
SGPI	SADC Gender Protocol Index
SGU	SADC Gender Unit
SWOT	Strength Weakness Opportunity and Threat

TOC	Theory of Change
UN	United Nations
UNIFEM	United Nations Development Fund for Women
VAT	Value Added Tax
VRC	Virtual Resource Centre
WID	Women in Development

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## Executive Summary

Gender Links (GL) received funding from Hivos since 2002 to 2013 towards core support and contribution to the Opinion and Commentary Service, GL's flagship programme. This summative evaluation is the second and last evaluation of Hivos' support after the first organisational evaluation in 2005 which coincided with GL's fifth birthday. Gender Links has since then constituted thorough organisational assessments every five years. The second assessment coincided with GL's tenth anniversary and the third one is scheduled to take place in 2015, the deadline for achieving MDG and the 28 targets of the SADC Protocol on Gender and Development (SGP). The main focus of this evaluation are 1) to review the key successes, challenges and lessons learned over the last decade with regard to GL's seven strategic pillars: strategic positioning, governance, partnerships, programme of action, monitoring, evaluation and learning, financial management, diversification and sustainability, 2) to assess how Hivos' support contributed to the emergence of GL and how this in turn helped to strengthen the Women's Movement in Southern Africa, and 3) to assess the growth and development of the Opinion and Commentary Service (OCS), its impact and ways in which this can be strengthened. The opinion and commentary service is reviewed using the standard DAC criteria of relevance, economy, efficiency, impact, sustainability and replication.

The evaluator spent approximately 30 days spread out between 6 September 2013 and March 2014 collecting data using a mixed method approach and writing the report. The evaluator collected data for organisational assessment primarily from literature review while data for the Opinion and Commentary Service through literature review, key informant interviews, and one focus group discussion. The evaluator interviewed a total of 15 people (6 men and 9 women) (See details in Annex D). Most of the people were interviewed telephonically aside from the one face-to-face interview with a GL staff in Johannesburg, focus group discussion with the writers in GL Office in Zimbabwe, and two people via email. The evaluator used NVivo computer software for coding and analysing content from interview transcripts, focus group discussions, and relevant literature to assess programme achievements and impacts of the O and C Service and GL organisational growth.

### **Brief Summary of the Main Achievements**

Support to GL has proven to be one of Hivos' most remarkable investments in their quest to help grow women's NGOs and the women's movement to a stage where they are able to sustain themselves. Gender Links has grown from the small two-person office operating out of a backroom to owning two office blocks and a three-star conferencing facility and 60 staff in ten country offices, a small organisation with "large footprints" in SADC. Although relatively small, the support from Hivos was strategically invested resulting in organisational governance being the strongest strategic pillar (see details in the score card in Annex One) and in grounding the O and C Service – the glue to GL's programmes in all three language blocks of SADC to provide "*fresh views on every day news.*" The O and C Service is also playing a critical role in producing news supplements during regional and international events such as the annual SADC Heads of State summits and the just concluded CSW in New York.

Gender Links' budget grew phenomenally from an annual budget of R3 795 511 in 2003 to R37 166 768 in 2012 and exponential growth of staff from 2 to 60 in 2013. A very important aspect of this financial growth and organisational sustainability is GL's own resources which also grew from the initial interest gain of R32 073 in 2002 to R1 246 768 in 2012 – making it 4% of GL's annual budget. The Programme of Action has equally grown from media to include governance and justice covering all 15 SADC countries. The constant factors behind this remarkable organisational growth are attributed to visionary board and CEO who have groomed and nurtured GL to carry the mantle of coordinating the women's movement in southern Africa as secretariat of the SADC Gender Protocol Alliance (SGPA). The work of the Alliance and the annual SADC Gender Protocol@work summits are two strong social movement pillars of the women's movement in southern Africa under the leadership of GL (see discussion on lessons learned in sub-section 4.1.2).

### **Supporting women's movement in Southern Africa**

The growth of GL is closely related to the women's movement in Southern Africa (see discussion on women's movement in section 3.1.9). Gender Links was started by a group of activists passionate about institutionalising gender mainstreaming in SADC, hence their campaign that led to the signing of the Declaration on Gender and Development in Malawi in 1997. This marked the conceptual birth of GL. Gender Link's has been influential in operationalizing the Declaration and eventually the campaign to upgrade the Declaration to the current SADC Protocol on Gender and Development (SGP) which was adopted and signed in 2008 in South Africa. Hivos contributed to strengthening the growth of the women's movement and GL's leadership through the learning retreat in Tanzania on social movements. The retreat birthed the concept of summits as a social forum for activists to affirm good practices in gender mainstreaming through awards and sharing knowledge from local to national and regional levels (see discussion on summits and social movements in sub-sections 3.1.5 and 4.1.2). The significance of Hivos support and the contribution of the learning retreat in Tanzania is well expressed by the CEO of GL:

Early in GL's development Hivos hosted a conference for grantees on building social movements. I know this got me thinking about the gender and media movement and later the Southern African Gender Protocol Alliance, now one of the strongest and most visible women's coalitions on the continent. I have just returned from CSW where the Alliance had two side events on what the world can learn from the SADC experience and how Southern Africa can strengthen its own position in line with global developments. Irene Dubel, head of the women's unit in Hivos and the one constant member of staff over all the years, attended our side event. We reminisced on how far we have come. (Colleen Lowe Morna, CEO of Gender Links).

Furthermore, Hivos support to the O and C Service enabled GL to share emerging good practices and key messages through its three news services and publications of news supplements during the summits. In essence, supporting and strengthening the SGPA, the summits, and O and C Service are most relevant in growing the women's movement in Southern Africa (see discussions on recommendations in section 6.2).

### **Outcomes and Impact of O and C Service**

The O and C Service has made significant changes in the lives of individual female and male writers and contribution to increasing women sources and changing the gender content of mainstream media (see Figure 3.28 on outcomes and impacts). The most significant outcome of the O and C Service is generating debate on gender issues

particularly through electronic media including the radio and TV (see discussion on impact in sub-section 3.1). The most significant changes or impacts include increase in women voices and sources, positive attitudes of women writers, improved self-confidence of female writers, positive attitudes of male writers and editors in mainstream media and changes in media practices. Although increasing women sources remains an uphill task for GL and their media partners in achieving gender parity in the news by 2015, GL has made one strategic move to recruit more women writers by integrating the O and C Service as stage six of the media COE targeting 100 newsrooms in southern Africa and empowering survivors of gender based violence (GBV) to speak out. Women sources improved by a five-percentage point increase in the proportion of women sources since the 2003 Gender and Media Baseline Study (GMBS)'s from 17% to 22% over the last ten years (see Figure 3.29).

### **Lessons and Key Recommendations**

The summative evaluation makes the following recommendations for sustaining GL's organisational growth in relation to strengthening the women's movement in Southern Africa:

- Supporting the SADC Protocol@Work summits: Hivos should consider strategic partnerships with GL in supporting the local, national and regional summits which are critical in strengthening women's movement in Southern Africa. Hivos could give one-off financial contributions to specific budget items of the summit such as producing news supplements and sponsoring delegates to the summit. Hivos could also sponsor delegates from their partner women's organisations to the summit to create trickle effects of the learning from the summits.
- Phasing out regional clusters and strengthening national clusters of the SGPA: Gender Links should lead the Alliance as the regional coordinator and secretariat to reconfigure and phase out the current regional clusters structure to strengthen the national theme clusters to strengthen work on implementation. Now that most governments have signed and ratified the Protocol the thrust of the Alliance work should shift to monitoring implementation in the count down to 2015 and strengthening in-country women's movement and the summit.
- Strengthen Gender Links' Services for long-term sustainability: Gender Links should strengthen its profit making strategic business unit to increase their own income base to at least 40% of its total budget. Gender Links should merge its Gender Links Training Institute (GTI) and the Advisory Services into one unit to facilitate translation of the wealth of knowledge and intellectual property of GL garnered through various studies and researches into financial wealth. This can be achieved through designing training modules targeting governments in SADC based on assessment of the gaps in skills and competency in governments in gender mainstreaming. This will eventually utilise and create business for the other components of GL Services like the GL Cottages, and GL Resources (photos, books, DVDs and videos).
- Strengthening O and C Service: Gender Links should strengthen the O and C Service through increase use of radio and television, improve marketing of the Service to increase usage, develop revenue generation strategies to make the Service sustainable, and improve monitoring impacts through documenting more qualitative data such as experiences of the writers and users of the Service.

## 2.0 Main Part of the Report

### 2.1 Introduction and Context

**Background:** Gender Links is a Southern African NGO founded in March 2001 with headquarters in Johannesburg and offices in ten<sup>1</sup> of the 15 countries of the Southern African Development Community (SADC). Gender Links envisions a region in which women and men are able to participate equally in all aspects of public and private life in accordance with the provisions of the SADC Protocol on Gender and Development (SGP) adopted in August 2008. The SGP provides a road map for the attainment of Millennium Development Goal (MDG 3) – gender equality – by breaking this overarching goal into 28 specific targets to be achieved by 2015. GL has integrated the targets of the Protocol into its core governance, media and justice programmes and is also the regional secretariat of the SADC Gender Protocol Alliance (SGPA). With strong linkages from local to national, to regional and international level, GL works at the macro (policy) and micro (workplace and local) level to promote the empowerment of women who constitute the majority of the poor, unemployed and dispossessed in Southern Africa. This evaluation explores the depth and breadth of GL organisational growth as stipulated in the study objectives.

### 2.2 Evaluation Objectives

The evaluation aims:

- I. To evaluate the overall efficiency and effectiveness of the organisation and make recommendations which will add to the success and value of the organisation, especially in relation to strengthening the women's movement in Southern Africa.
- II. To reflect specifically on the programme work supported by Hivos, the growth and development of the Opinion and Commentary Service (OCS), its impact and ways in which this can be strengthened.
- III. To articulate lessons learnt and document the challenges

### 2.3 Methodology

In accordance with the terms of reference (see Annex Two for details) for the evaluation provided by GL, the evaluator adopted mixed methods to capture sufficient and accurate information for conducting a final evaluation, focusing on what has been achieved and what can be learnt. First, the evaluator designed the evaluation methodology to get answers to the DAC evaluation criteria in terms of what worked and what did not work. Secondly, the evaluator employed data collection procedures that would produce pertinent information regarding the key component areas of the O and C Service.

#### 2.3.1 Data Collection

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<sup>1</sup> GL's operations are managed from the headquarters in Johannesburg, Mauritius (Francophone headquarters), Botswana (where SADC is headquartered) and Mozambique (Lusophone headquarters opened in March 2012), and 6 country offices in Lesotho, Madagascar, Namibia, Swaziland, Zambia and Zimbabwe.

The study employed a combination of methodologies including: in-depth key informant interviews (KIIs), focus group discussions (FGDs), and document review for the O and C Service. Document review was the major data collection tool for assessing institutional growth which made the data collection period quite lengthy. As such, the evaluator spent approximately 30 days starting 7 September to March 2014 collecting data and writing the report. The evaluator drew extensively from previous organisational assessments and key documents including Gender Links@TEN, relevant sections of the 2002 – 2012 annual reports, minutes of the board meetings in the last decade, and progress reports to Hivos (see annex E for list of documents consulted). The evaluator administered an online survey monkey questionnaire to GL staff and management in August – September 2013 mainly to get their inputs on the human resources and staff issues in the score card.

The evaluator interviewed a total of 15 people (6 men and 9 women) (See details in Annex D) comprising of four editors of the O and C Service including one former editor, eight writers, and one editor. The evaluator interviewed most of the people telephonically aside from the one face-to-face interview with a GL staff in Johannesburg, focus group discussion with the writers in GL Office in Zimbabwe, and two people via email. The major weakness of the organisational assessment component of this evaluation is the lack of interviews of key respondents to probe and triangulate the information obtained from the literature. Nevertheless, this shortcoming does not significantly affect the quality of the report. The outcome of the coding process is cross-referenced with data and information from the 2011-2012 GL Annual Report.

### **2.3.2 Data Analysis**

The evaluator used NVivo<sup>2</sup> computer software for coding and analysing content from interview transcripts and focus group discussions on the O and C Service as well as extensive coding of various documents and reports on organisational development. The views and perceptions of the key stakeholders were corroborated with information obtained from literature review for the O and C Service. The evaluator used log frame indicators in the Hivos logical framework (See Annex C – Hivos Work Plan/Intended Results March 2011 to February 2012) as a basis for data interpretation in assessing progress of achievements and impacts of O and C Service and questions in the GL organizational score card (See Annex B) to assess organizational growth.

The evaluator used qualitative information for the O and C Service to elaborate and explain quantitative findings. Although qualitative indicators such as change in perceptions and change in attitude are difficult to measure because these attributes are not easily quantifiable, the evaluator used NVivo to code the number of times these changes occur and are reported. As such, the figures in the vertical axis of the graphs in the report represent the number of times the changes were mentioned and the number of times the parameter for the organisational assessment were recorded in the various reports.

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<sup>2</sup> NVivo is software that supports qualitative and mixed methods research. It is useful for collecting, organizing and analyzing content from interviews, focus group discussions, surveys, audio, and social media and web pages.

## 3.0 Key Findings

### 3.1 Organisational growth and development

The main goal of this assignment is to evaluate the overall efficiency and effectiveness of GL and make recommendations to add to the success and value of the organisation, especially in relation to strengthening the women's movement in Southern Africa. This evaluation constitutes a summative assessment of GL's organisational performance and the growth of the O and C Service over the last decade of Hivos' institutional support. It is not therefore intended to represent the five yearly intensive organisational assessments conducted by GL. The next five yearly assessment is due in 2015 as follow-on to the previous ones conducted in 2005 and 2010 by independent external evaluators. This assessment and report follows the sequence of the organisational score card aligned to GL's seven strategic pillars: strategic positioning, governance, partnerships, programme of action, monitoring, evaluation and learning, financial management, diversification and sustainability.

GL received funding from Hivos from 2002 to 2012, and is currently on its final close out grant from Hivos. GL has grown tremendously during this period, fulfilling one of Hivos' objectives, to help grow women's NGOs and the women's movement to a stage where they are able to sustain themselves. Gender Links grew from the humble beginnings of a two person organisation situated in a small office at the backroom of Colleen Lowe Morna's house to a well-established regional organisation with its own office space. In ten years, the organisation has established offices in 10 of the 15 SADC countries, employing over 60 people, has 132 partners, and operating a budget of R37.1 million at the end of 2012 with nearly 10% from own resources (see Table One for dimensions of growth). These parameters of growth are discussed further in the ensuing sections of the report in line with the seven strategic pillars of GL. It is important to point out Hivos contributed to the emergence of GL by providing core support, critical in GL's formative years as pointed out by the CEO of GL.

Hivos, through Interfund, provided GL with some of its earliest funding. This then spun into ten years of funding from Hivos. I think GL is a fascinating case study of one of Hivos' greatest strengths – believing in new organisations and helping them develop. GL has grown from a two person office operating out of a backroom to 60 staff in ten country offices. Hivos was one of the few donors to provide core support. Although relatively small, this strategic funding helped GL develop core institutional processes – like the website and annual board meeting -- Not many big bilateral donors with their stringent funding application and precedent requirements would have had that faith. I think it's fair to say the return on investment in the case of GL has been manifest and manifold – we can now explore new forms of partnership, like a teenager who has come of age, Colleen Lowe Morna, CEO, Gender Links. (Colleen Lowe Morna, CEO of Gender Links).

Hivos has been the main contributor to GL's flagship Opinion and Commentary Service – the glue to its programmes – providing "fresh views on every day news" and several special publications and bulletins over the ten year period. GL and Hivos are in the process of devising a new modus operandi for a relationship based on joint ventures and partnerships going forward.

Table 1: Gender Links growth - key comparative indicators

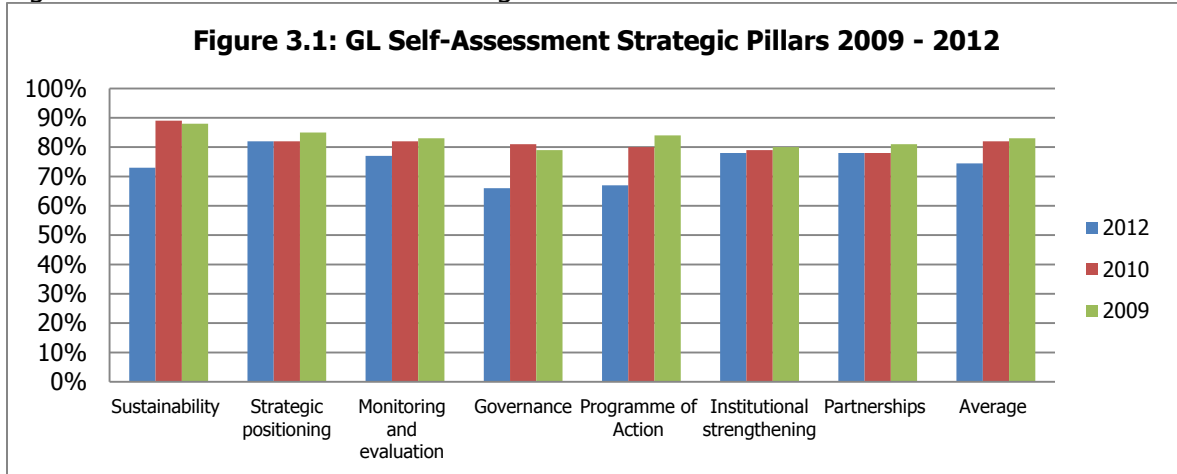
Key KPIs	In 2005/6	In 2010/2011	In 2011/2012	Comments
Strategic positioning and planning	Every two years - the focus was on strengthening the media	Currently a three year (2010-2013) strategic plan is in place and a framework is being established for five year strategic plan.	2011-2015 strategic plan aligned to the targets of the SADC Gender Protocol in all three core programmes of GL.	The organisation converted its three year plan, 2010 to 2013 to a five year plan, 2010 to 2015.
SADC Gender Protocol	Was not signed in 2006; GL was involved with partners in an audit of the Declaration.	It has become an overarching framework for GL's work.	Protocol signed by 13 countries and ratified by 10 countries making it legally binding document	GL played a critical role in the campaign for adoption and signing the Protocol.
No. of countries GL operational	One	Ten	Ten	Satellite and field offices
No of staff	Ten full time and two part time = 12	36 full time and 14 part time/interns/volunteers= 50	60 staff members, 55 full time and 5 part time interns	A fourfold increase in staff
Partners	40	77	132	Nearly double
Budget	R 5.7 million	R 27.6 million	R37.2 million	381% increased
Donor diversification	15	13	14	Three bilateral donors, providing multiyear funding
Local income generated	None	R 3,136,572.00	R3,016,476	5% of the total budget
Institutional consultancy	None, because it was not quantified in the previous evaluation report	34% of total local income	14.2% of total own GL income	A new development. Advisory Services did not raise as much money due to a heavy programme load for senior staff.
Training	GL conducted programme related training but this was not accredited.	Training is being institutionalised through accreditation and marketing of training services.	Gender Links training Institute (GTI) established and raised 26.7% of total local income.	Training is going to contribute to GL's work in two significant areas 1) impact of GL service on beneficiaries 2) as a source of revenue generating to support sustainability.
Number of participants	1 646	20 515		The number of participants in GL activities has grown enormously.

Source: Gender Links – (Check Annual Reports for details)

### 3.1.1 Assessment of GL Strategic Pillars

The evaluation reviewed key successes, challenges and lessons learned over the last decade with regard to GL’s seven strategic pillars: strategic positioning, governance, partnerships, programme of action, monitoring, evaluation and learning, financial management, diversification and sustainability. Gender Links has adopted and institutionalised use of score card as part of a longitudinal approach for all evaluations including their own internal assessment of organisational growth. It is difficult to empirically measure change in the strategic pillars and objectively score progress without specific performance indicators for each pillar and means of quantifying progress. Instead, the evaluator assessed performance of each pillar through coding progress reported in the various board chairperson and the CEO’s reports in the annual reports and board meetings, previous organisational assessments, and board and staff contributions in sections of Gender Links@TEN. The outcome of this coding is compared with the data from GL self-Assessment of the strategic pillars as illustrated below.

Figure 3.1: GL Self-Assessment Strategic Pillars 2009 - 2012

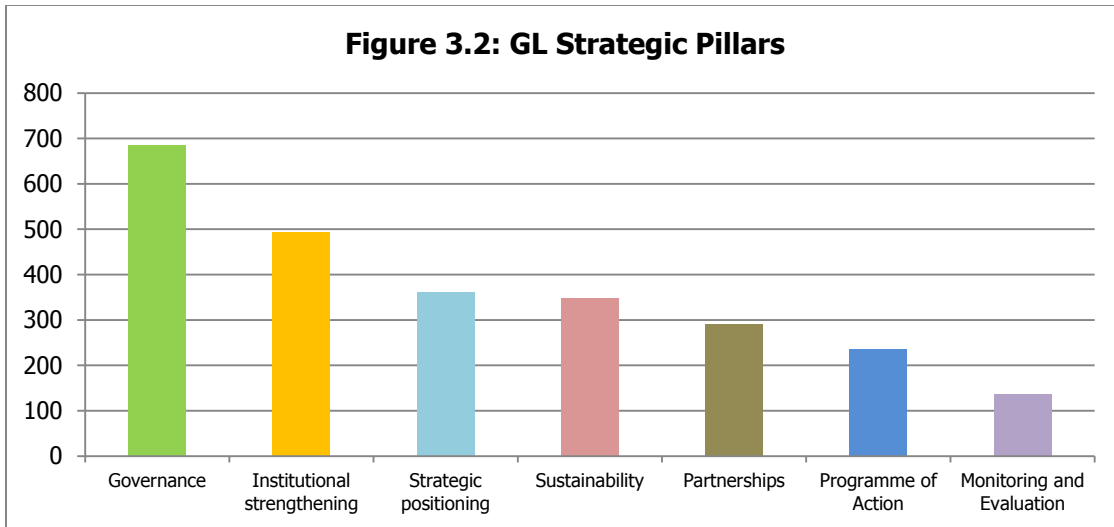


Source: Gender Links 2013 with data derived from Organisational Score Card Excel.

Figure 3.1 shows that on average GL staff and board scored their performance highest in 2009 with sustainability scoring consecutively high at 89% in 2010 and 88% in 2009 but lowest in 2012 – at 73%. Gender Links scored governance and programme of action least in 2012 at 66% and 67% respectively.

The evaluator’s assessment of GL Strategic Pillars over the last decade is shown in Figure 3.2.

Figure 3.2: Evaluator Assessment of GL Strategic Pillars in 2013

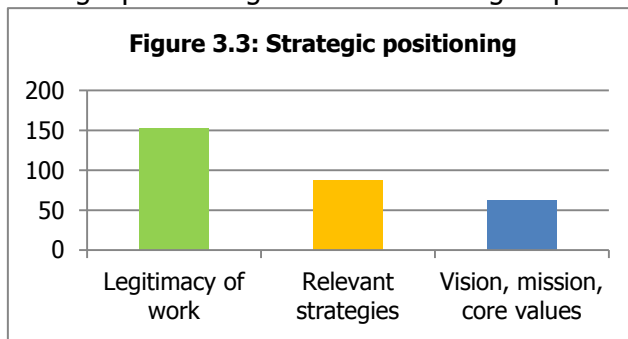


Source: Gender Links 2013 with data derived from literature review of key documents

Figure 3.2 shows that GL’s strongest pillars over the decade are governance and institutional strengthening compared to Monitoring, Evaluation and Learning and Programme of Action that appear to be the least strong strategic pillars according evidence gleaned from GL reports. Each strategic pillar is reviewed in more detail in the ensuing sub-sections of the report.

### 3.1.2 Strategic positioning

Strategic positioning is the third strongest pillar (See Figure 3.2). Figure: 3.3 shows that



legitimacy of work is the most significant aspect of the strategic positioning pillar compared to the aspects of the pillar like relevant strategies and clear vision, mission and core values.

Source: Gender Links 2013 with data derived from literature review of key documents

#### 3.1.2.1 Vision mission and core values

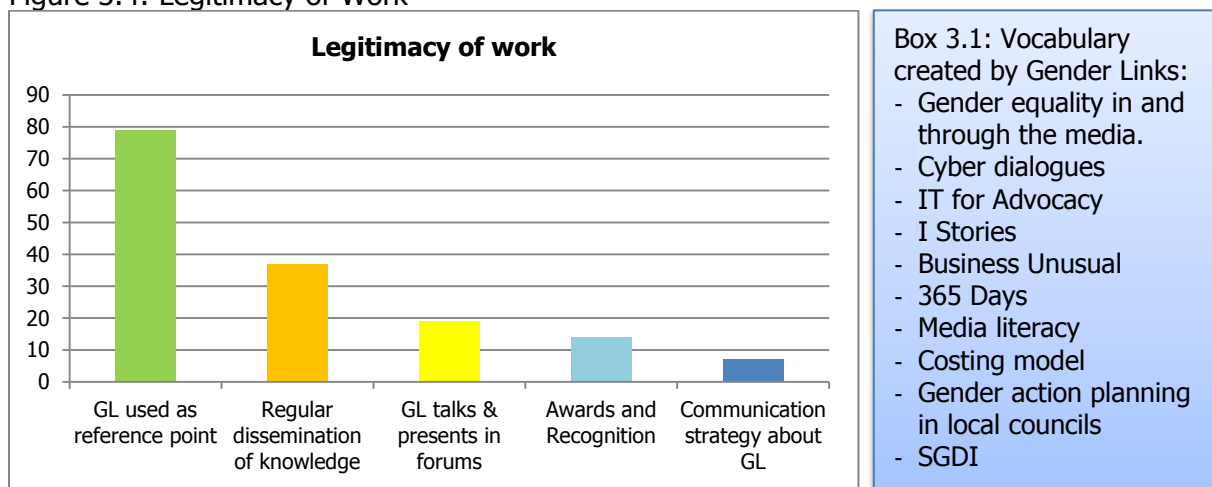
Gender Links has clear vision, mission and core values that are well documented and known by GL staff and board. The founding board members actually crafted Gender Link’s vision, mission and logo. The vision and mission of GL evolved following the adoption of the SADC Protocol on Gender and Development in 2008 which framed the expansion of GL’s programme beyond media into governance and justice. In addition, GL slogan changed from “gender equality in and through the media” to “Gender Links for equality and justice.” As result, Gender Links’ vision changed to “a region in which women and men are able to participate equally in all aspects of public and private life in accordance with the provisions of the SADC Protocol on Gender and Development (SGP).” The GL logo is a symbol of a female and male that is in the process of being

linked together. This symbol signifies the importance with which GL values the role of men and women in attaining gender equality.

### 3.1.2.2 Legitimacy of Work

Legitimacy of work is most pronounced strand of GL’s strategic positioning pillar (See Figure 3.3). Figure 3.4 shows that Gender Links is used as reference point by key actors in the region and even globally particularly in pioneering work in gender and media and innovative approaches in its justice and governance programmes. Gender Links has also created vocabulary (See Box 3.1) that has been used in the gender equality discourse both globally and within the women’s movement in Southern Africa. For example, Cable News Network (CNN) use of “I” Stories as citizen journalism (Gender Links@TEN).

Figure 3.4: Legitimacy of Work



Source: Gender Links 2013 with data derived from literature review of key documents

As reflected in Figure 3.4, Gender Links regularly disseminates knowledge through its websites, various training activities, and the summits held annually at the national and regional level. Part of the Hivos money went towards creation of the GL website since early 2002 under the E-GEM project. This has become one of the greatest repositories of knowledge and information on gender equality in southern Africa and the whole continent as evidenced by the number of website hits. The annual website hit grew from 2 418 713 in 2007 to 11 000 000 in 2010, or close to one million hits per month. The most significant features of the GL website are the Cyber Dialogues, the Virtual Resource Centre, the GL Commentary and Opinion Service, and the e-Justice Barometer.

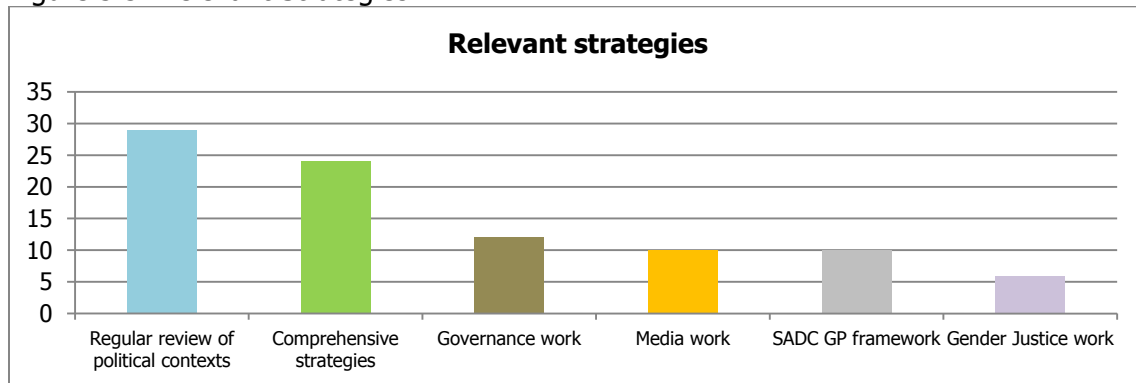
Figure 3.4 also shows that GL talks and presents in forums. Some of the notable events GL participated include the Global Forum on Media and Gender (GFMG) from 2 to 4 December 2013 in Bangkok, Thailand; the UN Secretary General’s UNite Campaign Africa advisory committee since 2002; the Commission on the Status of Women (CSW) meetings in New York, and the annual Association for Women’s Rights in Development (AWID) conference. GL has received awards and recognition which authenticates the legitimacy of GL’s work. These include: special commendation in the Drivers of Change Awards administered by SAT and the Mail and Guardian in 2009 African Union’s award to GL its leadership in the gender sector in SADC in August 2013 during celebrations to

mark the 10th anniversary of African Union (AU) Protocol on Women’s Rights; Investing in the Future, and Top Women awards. GL featured in the SADC/ECA book on gender champions in the SADC Region in 2009. However, Figure 3.4 shows that GL needs more effort in communicating about itself well beyond the realm of brochures, flyers, and annual reports to reach the illiterate and ordinary citizens in SADC through audio visual means.

### 3.1.2.3 Relevant Strategies

Gender Links strategic planning sequence has evolved overtime from the original two-yearly rolling strategic plan in its naissance to a three-yearly plan in 2007 and finally the shift from the 2011-2013 strategy to the current five-yearly strategic plan from 2011-2015. These changes were occasioned from recommendations from GL’s five-yearly organisational assessments, the reflections during Gender Links@TEN, and the yearly board and staff reviews of the strategic plan. Gender Links has a comprehensive strategy developed in a participatory manner and are well known by the whole team

Figure 3.5: Relevant Strategies



Source: Gender Links 2013 with data derived from literature review of key documents

Figure 3.5 underscores GL’s practice of regular reviews of its political context of work to keep abreast with changes in the region and to keep its work relevant to the target group. The most significant change in the comprehensive strategy is GL’s anchoring of all three core media, governance, and justice programmes with the SADC Protocol on Gender and Development in an effort to synergise with the 2015, key deadline for the 28 targets Protocol and MDGs. This alignment to the Protocol was also necessitated by the expansion in GL’s geographical areas of operation and physical presence into 10 of the 15 SADC countries and GL’s role as coordinator and secretariat of the SGP Alliance campaigns.

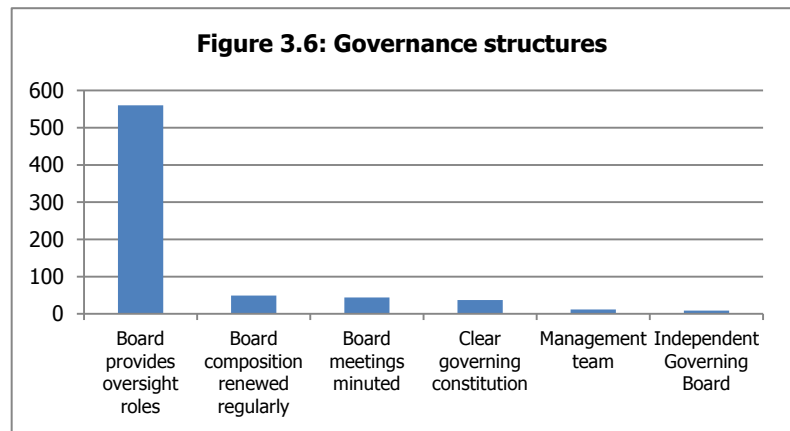
The year 2015 is also a significant year for the gender activists and the gender movement in southern Africa because they will take stock and reposition in the post-2015 agenda. Gender Link’s strategy is therefore living, relevant and up-to-date with the key political changes in southern Africa and globally. In fact, the expansion of GL’s programming from gender and media to justice and governance reflected in Figure 3.5 shows foresight on the part of GL and its relevance to the 2014 CSW’s crucial agenda for the post-2015 framework. The focus of the CSW is on women’s access to education,

training, full employment, and decent work and tackling challenges like gender-based violence, unpaid care work, and barriers to women’s political and economic participation. This is further evidence that GL’s strategic positioning is on the right track conceptually and practically. For example, GL has expanded its gender justice portfolio (that previously focused primarily on ending gender violence) to include economic justice in its Vision 2020. Gender Links is able to keep a sound strategic positioning in the region as result of its sound governance structure and board oversight function.

### 3.1.3 Governance

#### 3.1.3.1 Governance Structure

Figure 3.2 shows governance as GL’s strongest pillar over the past decade of Hivos’ support. Gender Links currently has 12 board members including seven country-based board members where GL registered subsidiaries (Zambia, Zimbabwe, Namibia, Lesotho,



Swaziland, Madagascar, and South Africa). Three out of the 12 board members or 25% are men. Some of the board members and the Executive Director are founding members of the organisation. Figure 3.6 shows that the board composition is renewed regularly although the process is less frequent.

So far 21 people have served on the board since GL’s its inception and 9 left or 43% (3 founding members left). As shown in Table 2, the current Board Chair Dr. Ndulo Muna and Colleen Lowe Morna, the founding CEO are the longest serving board members with 12 years and 1 month as of 31 March 2013. The board has a clear governing constitution which allows retention of the retiring members in the association, thus balancing the need for regular renewal without losing expertise and institutional memory. The GL board comes from diverse professional backgrounds but with one common thread of activism and passion for gender equality.

Table 2: Current serving board members

	<b>Name</b>	<b>Position</b>	<b>Date Registered</b>	<b>Period of service - 31 March 2013</b>
1.	Ndulo Muna	Chairperson	March 2001	12 years 1 month
2.	Colleen Lowe Morna	Founding CEO	March 2001(?)	12 years 1 month
3.	Virahsawmy Loga	Country Director	June 2003	9 years 10 months
4.	Made Patricia	Country Director	June 2003	9 years 10 months
5.	Haffajee Ferial	Other Member	August 2005	7 years 8 months
6.	Mpumlwana Thoko	Other Member	March 2011	2 years 1 month
7.	Longwe Sarah	Country Director	January 2012	1 year 3 months
8.	Brown Emily	Country Director	January 2012	1 year 3 months

	Name	Position	Date Registered	Period of service - 31 March 2013
9.	Pholo Rethabile	Country Director	January 2012	1 year 3 months
10.	Marta Cumbi	Country Director	(?)	
11.	Monique Irene Rakotoanasy	Country Director	(?)	
12.	Bennett Benedict	Country Director	June 2012	9 months

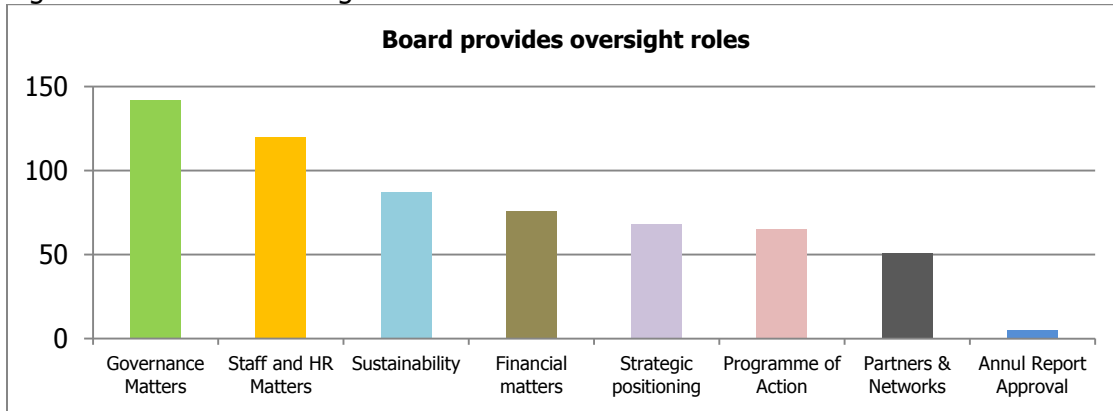
Source: Notes of Meeting of Special Board Meeting 10 Feb 2012\_LV\_10022012

The least prominent variables of the governance structure are the management team and independence of the board. There are no clear parameters for tracking and reporting the board independence. Nevertheless, the most outstanding aspect of the GL governance is the board's provision of oversight role.

### 3.3.3.2 Board Oversight Role

Hivos core support included board meetings to ensure proper board oversight role. The board also provides oversight on a range of issues including governance matters, staff and HR matters, sustainability, financial matters, strategic positioning, programme of action, partners and networks, and approval of annual reports (See Figure 3.7).

Figure 3.7: Board's oversight roles



Source: Gender Links 2013 with data derived from literature review of key documents

Figure 3.7 shows the key components of board oversight and the most predominant attention was given to governance, staff and human resources, and sustainability matters. The Exco meets four times in a year to provide day-to-day support to the CEO with a full board meeting once a year to addresses outstanding issues. All board and Exco meetings have minutes taken by the Secretary to the Board. The major issues discussed by the board include non-executive board members involvement in operational roles and conflict of interest, staff changes and remuneration, key fund raising initiatives, and policies and regulations. The board has also strengthened corporate governance through developing a new Memorandum of Incorporation (MOI) accompanied by Board Regulations, adopted a Conflict of Interest Policy included in GL's Policies and Regulations, and subscribed to the International Aid Transparency Initiative (IATI) that requires GL to post their income and expenditure on the IATI website every quarter.

### 3.1.3.3 Application of Democratic Rule

The GL board considers application of democratic rule seriously because they want to lead the governance work by example. The current chairperson of GL board stated, "GL remains committed to strong governance. We cannot be in the good governance business and be found wanting on any count! What is happening in our region is a good illustration of why clean and consistent governance is essential from institutional to country level." (Dr. Muna Ndulo, Chair Gender Links, 2008).

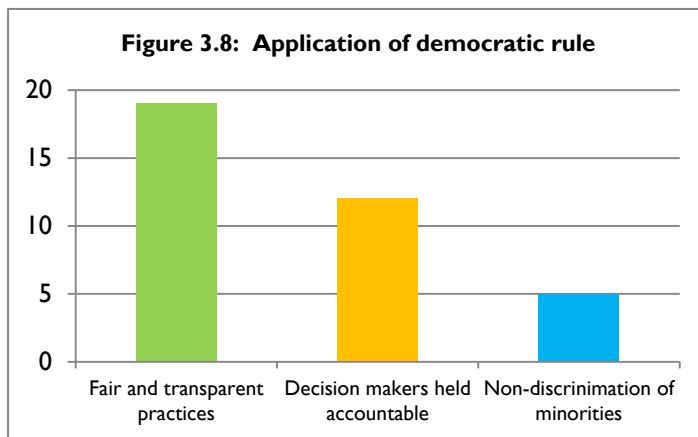


Figure 3.8 shows that fair and transparent practices of GL is well documented and that decision makers are held accountable. In addition, GL does not exclude participation by people on account of their sex, ethnic or religious affiliation. The board meeting is the apex of GL decision making and the board has opened up this space to staff for critical briefing sessions and discussions of any concerns

that needs to be dealt with openly and collectively in the Board meetings. For example the board chair and two board members spent time with staff to discuss policies and regulations of GL to ensure consistency and transparency.

The Board of Directors evaluate the CEO's performance through the annual 360 degree feedback that staff too undergoes. Both the CEO and staff are given opportunity to reflect on the input collated by the Board of Directors in the case of the CEO and the managers in the case of the staff. The GL board also enforces discipline within itself to promote transparency and accountability. For example, the Board removed one Charles Chisala as a Member and Director of GL following his conduct which Members and Directors regarded as unbecoming of a Member and Director of the Association (Board Minutes, 2008-2009). Nevertheless, it seems there is no clear self-monitoring tool for assessing board performance generally and there is also inadequate documentation of exit interviews with former board and staff of GL.

### 3.1.4 Partnerships and Networks

Partnership is a key component of GL's work (See Figure 3.2) and also an important area of board oversight as shown in Figure 3.7. 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. Gender Link's guiding philosophy of work is thinking globally, acting locally and reaching out regionally. Partnerships complement GL's small institutional structure and size of staff and it maximises outreach in all the SADC countries. Gender Link's partnership strategy entails coalition building, direct partnership arrangement, and strategic partnership all strengthened through signing of MOU with the partner institutions.

### 3.1.4.1 Partnerships

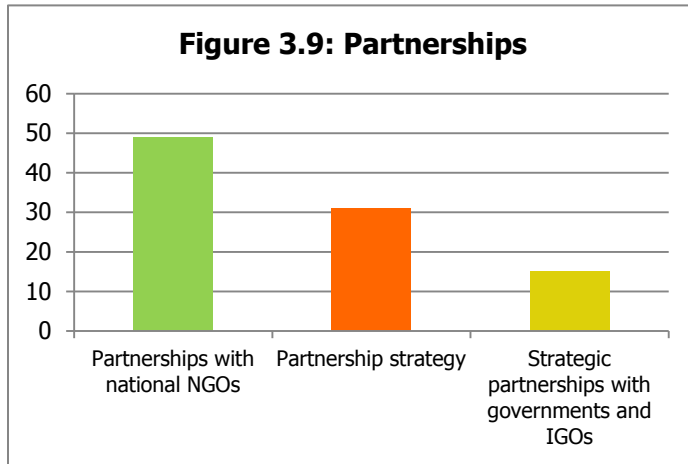


Figure 3.9 demonstrates that GL's direct partnership arrangements with national NGOs plays a greater role in its work compared to strategic partnerships with governments and international NGOs. Gender Links had no offices outside Johannesburg during its first seven years (2001 – 2007) of existence and it operated exclusively with and through partners as their hands and feet on the ground. However, the

thrust of GL's work focused on implementation of the SADC Gender Protocol on Gender and Development starting 2008 when the Protocol was signed. This necessitated GL's revision of its strategic positioning and programme of action (Refer to section 3.1.5) and strengthening coalition building through the SADC Gender Protocol Alliance (SGPA) and strategic partnerships with governments and international organizations. The main lesson learnt at policy level is that it is almost impossible to achieve gender equality without a legally binding instrument like the Protocol and implementation is more effective when there is partnerships between governments and civil society.

Figure 3.10 Delivery Mechanisms through Partnerships

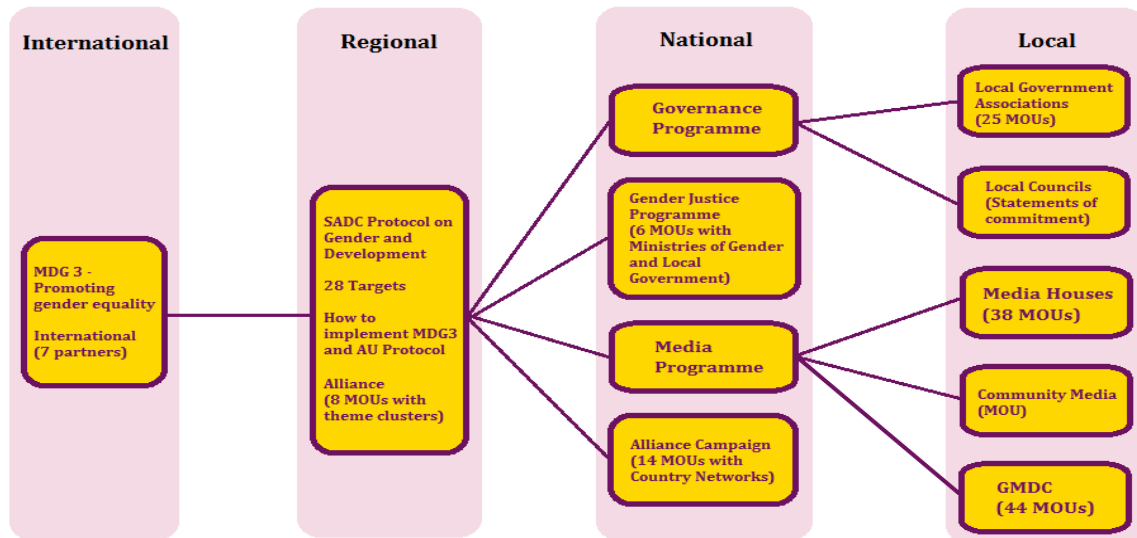


Figure 3.10 shows GL's delivery mechanism through partnerships that comprises strategic partnerships at national, regional and international levels and direct partnerships with local government institutions and media institutions centres of excellence (COE) at the local level. GL has also signed MOU's with members of the Gender and Media Diversity Centre (GMDC) to ensure sustainability of the media work.

Overall, GL is working with a total of 132 partners across the span of its three programmes that also includes coordination of the SGPA comprised of 40 gender organisations operating through 15 national networks in SADC.

Programme	Partners 2012	Partners 2011
Media	82	61
Alliance	25	25
Governance	25	18
Justice	4	1
<b>Total</b>	<b>132</b>	<b>105</b>

At the regional level GL partnered with the SADC Gender Unit to produce SADC Gender Mainstreaming Resource Kit which is being customised with individual governments. Gender Links' partnership with the SADC Congress of NGOs (SADC CNGO) is maintained through the SGP Alliance which represents the gender sector in the SADC CNGO regional meeting that takes place parallel to the SADC Heads of States summit to influence civil society agenda presented to the heads of state. Other significant partnerships at the continental level are with the African Women's Development and Communication Network (FEMNET), International Association for Women in Transition (IAWIT), the Africa Union Citizen Centre for Participation (CCP) and Akina Mama wa Africa. International partners with whom GL regularly interacts on gender and governance include the Inter Parliamentary Union (Geneva); International IDEAS (Stockholm); the DANIDA Women in Africa fund grantees; the DFID Governance and Transparency Fund (GTF) Grantees.

### 3.1.4.2 Networks

Networking is a fundamental component of GL's work in promoting gender equality and in creating a stronger gender movement in Southern Africa. The SGPA is a network of networks which currently constitutes the broader gender movement in the SADC region.

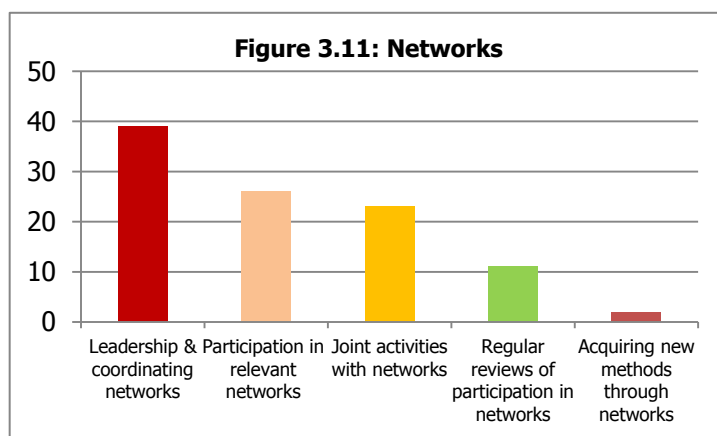


Figure 3.11 shows that Gender Links plays an important role in leadership and coordinating network of women's movement in Southern Africa. Gender Links is the coordinator and secretariat of the SGP Alliance, a coalition of gender NGOs that campaigned for the adoption and signing of the SADC Gender Protocol and now lobby for the implementation of the 28 targets – the region's

roadmap for achieving MDG 3 (gender equality) by 2015. The Alliance a network of the original 40 women's organization that campaigned for the adoption and signing of the SADC Gender Protocol in 2008. The Alliance actively holds their governments accountable in achieving the 28 targets of the Protocol through the annual SADC Gender Protocol Barometer produced by GL. Gender Links is also leading a campaign for an addendum to the Protocol on Gender and Climate Change, a cross-cutting theme, along with economic justice.

Figure 3.11 also shows the significance of GL's participation in relevant networks and co-related aspect of carrying out joint activities with networks. Good examples of joint activities include GL's collaborations with the Governments of Botswana, Zambia, and Zimbabwe through their gender ministries to conduct the GBV Indicators Research and collaboration with the Gender Machineries in Namibia, Seychelles, Zambia, and Swaziland in the costing exercises of their national gender action plans and aligning the plans to the targets of the SGP. Gender Links also undertook joint activities with strategic partners such as the Media Institute of Southern Africa (MISA) to conduct the Gender and Media Baseline Study (GMBS) in 2002 and the Southern African Media Services Organisation (SAMSO) to develop a training manual on the critical issue of gender and images.

Figure 3.11 identifies areas of improvement in GL's partnership strategy as the need for regular reviews of GL participation in networks and how it acquires new methods of work through networks. The Alliance meets annually to plan and review workplans on all 28 targets of the Protocol and also evaluates the partnership using the strength, weaknesses, opportunities, and threat (SWOT) framework. The GL board assessed the networking experiences of GL in 2007 and identified the advantages and disadvantages summarised in Table 3.

Table 3: Board assessment of GL Networking Experiences

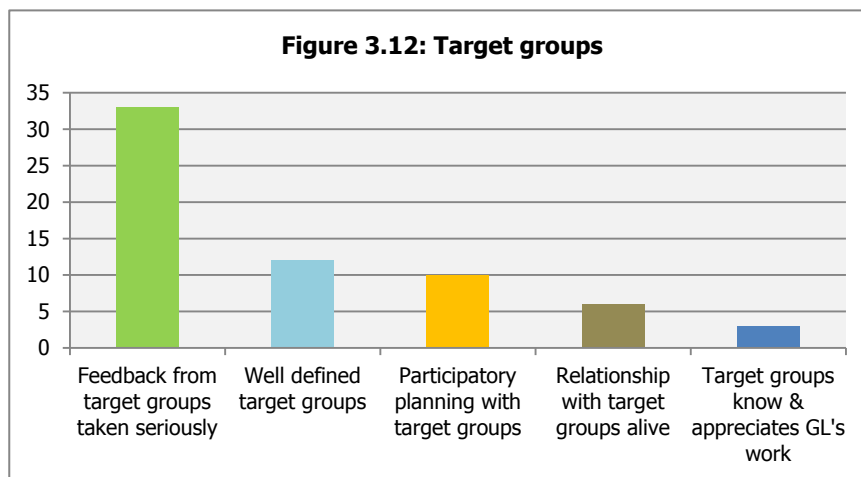
NETWORK	CHARACTER	GL LINK	ADVANTAGES	DISADVANTAGES
GEMSA (defunct)	Legal, autonomous entity	Founding member; host secretariat	Can fund raise; enhance ownership	GEMSA seen as arm of GL
GMDC	Project with advisory board	Managed by GL	Clearly a GL project; bringing in the knowledge community	Partners may not feel same sense of ownership
Protocol Alliance	Issue based; minimal formal structures	Coordinate; done most fund raising	Linked by a clearly focused campaign; generally good relationships	GL does all the work; not enough sharing of responsibility
MAP	Consortium of media NGO coordinated by SAEF; specific tasks media/HIV and AIDS	Lead policy arm	Role clearly demarcated; get on with our task	Weak coordination often leaves GL defacto playing this role; marred by tensions
NAP/Sixteen Days	Coalitions built around gender justice plans	Pioneered concept; fund raised and coordinated workshops	Best practice; in line with UN recommendations; SADC Protocol etc.	Turf and funding tensions; often not sufficient buy in from partners; easier to coordinate around small campaigns.
50/50	Global campaign	GL's cutting edge research in the region	Don't have to claim this space-acknowledged; GL input sought	GL name often used, e.g. by international partners for fund raising etc.

Source: GL Board Minutes 2007-2008

Gender Links has addressed the disadvantages of networking and partnerships through signing MOU's with different partners and regular distribution of partner perception forms prior to board meetings. However, there is need to evaluate the MOU's and continue to learn from their outcomes and feedback from the partner perceptions. For example, the arrangement of thematic clusters appears to less appropriate for the Alliance work at the regional level hence the need to strengthen national networks and theme clusters. Gender Links also needs a thorough assessment of partnerships and networks. This will require an external evaluation with well-defined tools and indicators for measuring positive and negative elements of the partnerships and strategic and non-strategic partners.

### 3.1.4.3 Target Groups

Gender Links' programmes targets the poorest, most marginalised and voiceless people in communities, particularly women through the local government COE service delivery by the local governments and local authorities in SADC region. Those directly targeted include widows; caregivers; informal traders; unemployed women; survivors of gender violence; victims of human trafficking and sex workers. Indirect targets include the women politicians, parliamentarians, councillors, and women in political parties. The direct beneficiaries of the media COE are individual women and men in the media houses and media training institutions.



The foregoing paragraph points out that GL target groups are well defined as reflected in Figure 3.12. The Figure also shows that Gender Links takes seriously feedback from the target groups. As a knowledge transfer and catalytic organisation, GL

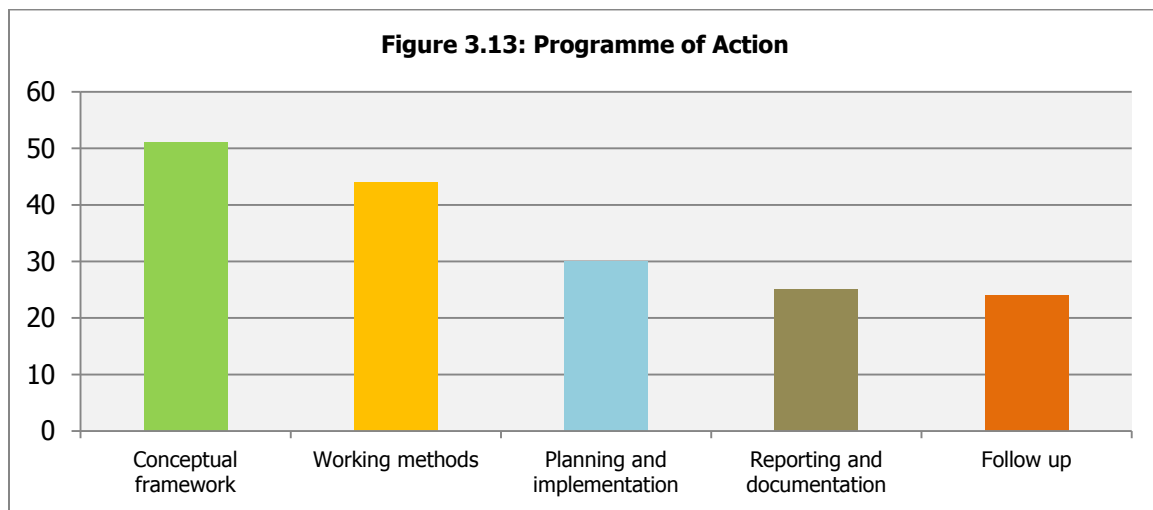
receives feedback through its various training activities and annual summits from participants. At the institutional level GL administers score cards at the beginning the COE processes and one year after. The process is repeated a year later as part of verification efforts before the summit and getting feedback from the target groups.

Figure 3.12 indicates weaknesses in participatory planning with target groups, keeping relationships with target groups alive, and ensuring target groups know and appreciate GL's work. These key challenges may arise as a result of GL's way of partnering with the COE's in local government and media houses in which communities do not interact directly with GL. Some gender champions in local authorities in Zimbabwe recommends more visibility of GL at the community level through distribution of GL T-Shirts and flyers

especially during major events such as the annual Sixteen Days of Activism and other activities associated with GL’s programmes of action.

### 3.1.5 Programme of Action

The programme of action is one of GL’s key strategic pillars (See Figure 3.2). The key parameters examined in this organisational assessment are planning for implementation, working methods, and follow up. To understand how these components of the POA it is important to examine the guiding principle and theory of change or the conceptual framework of GL’s work.



Source: Gender Links 2013 with data derived from literature review of key documents

Figure 3.13 shows the significance of conceptual thinking as the foundation upon which GL’s POA is premised. Gender Links’ programming is guided by their philosophy of thinking globally, acting locally and reaching out regionally. As such, GL’s POA has grown from breath to depth through their institutional work at the local level and in the media by mainstreaming the targets of the SADC Gender Protocol in the three core programmes - media, justice and governance, including the advisory services portfolio. At the global level GL’s POA supports the attainment of MDG three - gender equality achieved through the 28 targets of the Protocol. At the national level GL and Alliance members are working with governments to align their National Action Plans to the targets of the SADC Gender Protocol and cost implementation - an exercise in gender responsive budgeting. At local level GL is popularising and localising the SADC Protocol through 100 Centres of Excellence for Gender Mainstreaming in the Media and 300 Centres of Excellence for Gender in Local Government.

Gender Links’ theory of change is premised on the concept of “transformative change”, a middle line between the Gender and Development (GAD) approach and the Women in Development (WID) approach. The theory of change (TOC) seeks to tackle the underlying structural causes of inequality through empowering women in every respect (social, political and economic) to claim their rights; as well as changing the attitudes of men as partners for change. The TOC aims at unlocking the human potential of half the region’s population through a win-win approach by creating an enabling environment for

women and men to realise their full potentials in all aspects of their private and public spheres. The GL's POA uses media as an effective force for transforming gender relations in governance and in the media and also in eliminating violence against women. Media is the glue in all GL's programmes and a foundation on which GL started building a social movement of gender and media in southern Africa.

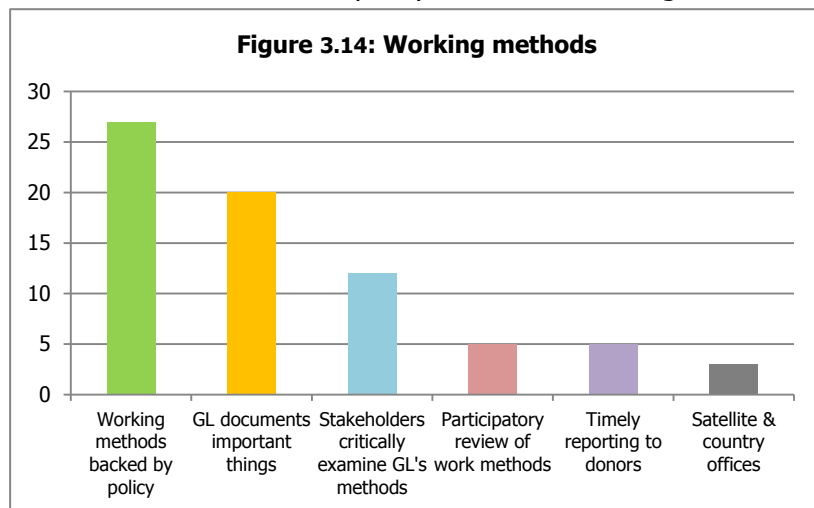
Gender Links has positively utilised the learning from the Hivos funded retreat in Tanzania in 2003 on the role of NGOs in creating social movements in southern Africa. This concept of social movements later came together at GL's first Gender and Media Summit in 2004 to form the Gender and Media Southern Africa (GEMSA) Network. Although the regional GEMSA office collapsed in 2011, GL continued to work with active GEMSA country chapters to promote social transformation in and through the media. Furthermore, GL has institutionalised summits as learning platforms at the national and regional levels for gender and media activists to showcase best practices affirmed through awards and to learn from each other. The summits have positioned GL at the strategic level to influence policies at the national and regional level with rich experiences garnered through the programme interventions at the local and grassroots level and the media.

### 3.1.5.1 Working Methods

Gender Link's methodology follows a systematized process of finding a niche; conducting research; running advocacy workshops based on the research; using this evidence to develop policies and action plans; building capacity for the implementation of these plans, and cascading knowledge and sharing good practices through the summits.

Gender Links' working methods are reflected in the policy and other steering documents as shown in Figure 3.14. Overall, this assessment shows that GL's working methods are backed by policy and that GL documents what is considered important.

Documentation includes published books and journals, reports, training manuals and toolkits, a huge collection of workshop reports and audio visual materials like videos. GL gathers data internally through its fortnightly, monthly, and quarterly reporting processes and through the annual report and review. Individuals and partner organisations also contribute substantially to the research and editorial content captured in these publications. Gender Links also allows its stakeholders to critically and openly examine the work methods. The Figure also shows



audio visual materials like videos. GL gathers data internally through its fortnightly, monthly, and quarterly reporting processes and through the annual report and review. Individuals and partner organisations also contribute substantially to the research and editorial content captured in these publications. Gender Links also allows its stakeholders to critically and openly examine the work methods. The Figure also shows

what is least documented to be how GL’s work methods are regularly reviewed in a participatory manner by the stakeholders and how the satellite and country offices engage their stakeholders in this process. Gender Links also reports to the donors on a timely basis according to their requirements.

### 3.1.5.2 Planning for Implementation

Gender Links has healthy programming practices which start with the big picture of the strategic plan down to the minute details of activities, progress indicators which tangibly translates into staff performance.

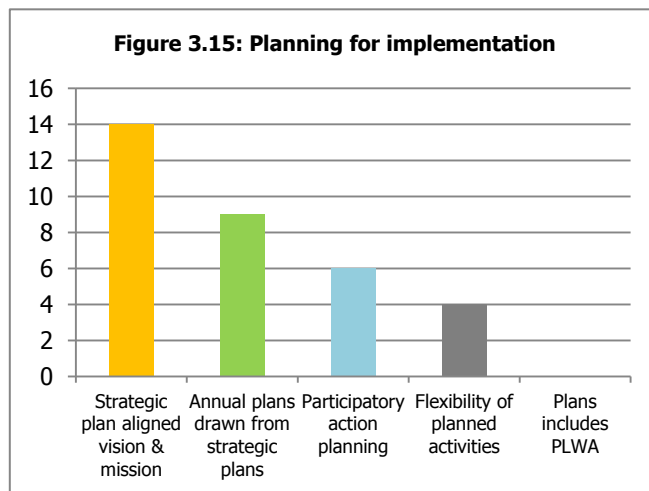


Figure 3.15 shows that GL’s strategic plan is aligned to its vision and mission. Gender Links has expanded its strategic planning framework from three to a five-year strategic plan 2010-2015 (Refer to section 3.1.2 on strategic positioning) as a result of more secure funding such as the GTF, PPA, and FLOW. The annual plans and funding proposals are drawn from the strategic plan. Furthermore, GL’s planning is done in an integrated and participatory

manner which is understood by everyone involved in implementation.

The annual plan with clearly defined activities, indicators and results originates from the annual staff retreat which is presented to the Executive Committee (Exco) for approval. The annual workplan informs individual remuneration-linked Performance Agreements (PAs) or detailed trimester plans which includes output and outcome indicators for each member of staff. Bi-monthly PA progress reports are done on a fortnightly basis and action planned for the next two weeks. There is evidence that the planned activities are flexible. The plans are adjusted during the implementation period in case of significant changes. The need for adjustments are assessed by the staff individually and at team level three times a year (trimester meetings) and these processes feed into quarterly meetings of the Exco and the annual meetings of the Board. Figure 3.15 also shows that GL does not adequately document how the planning takes into account the perspectives of people living with HIV and AIDS (PLWA). Gender Links should strengthen or re-define this area if inclusion of the perspectives of PLWA is key to their programming context and achievement of results.

### 3.1.5.3 Follow up

The preceding section details how GL does regular follow-up to compare quality and quantity of results against plans through the bi-monthly assessments of PAs, trimester meetings, and quarterly Exco meetings. Gender Links also follows through and implements recommendations from past evaluations. For example 2007-2010 strategic

plan situated the gender and media work more squarely within a broader gender and governance framework and justice work and the recommendation of securing long-term strategic funding versus project funds. The board also deliberated the 2010-2011 organisational assessment recommendation of term limits for board members vis-à-vis the need for retention of critical skills and institutional knowledge. Finally, GL uses the annual plans for monitoring and evaluation purposes as discussed in section 3.1.8.

### 3.1.6 Institutional Strengthening

Institutional strengthening is the second strongest strategic pillar of GL over the last decade of GL’s existence (See Figure 3.2). This is also an area of priority on the GL board meetings with issues of human resources and staff issues forming the second most discussed item by the board in their oversight role (Refer to Figure 3.7).

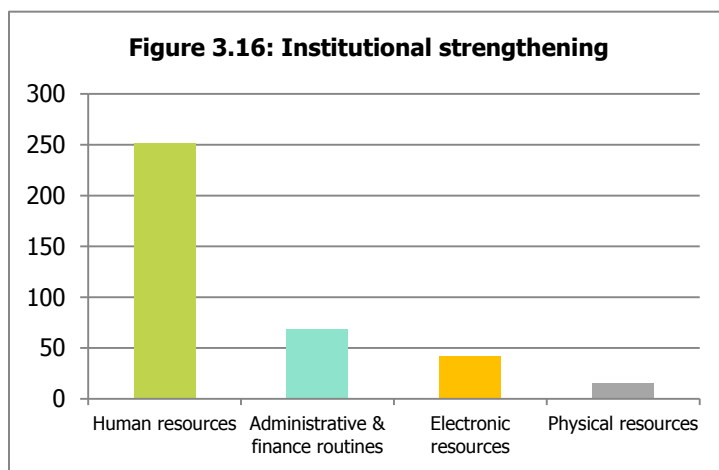


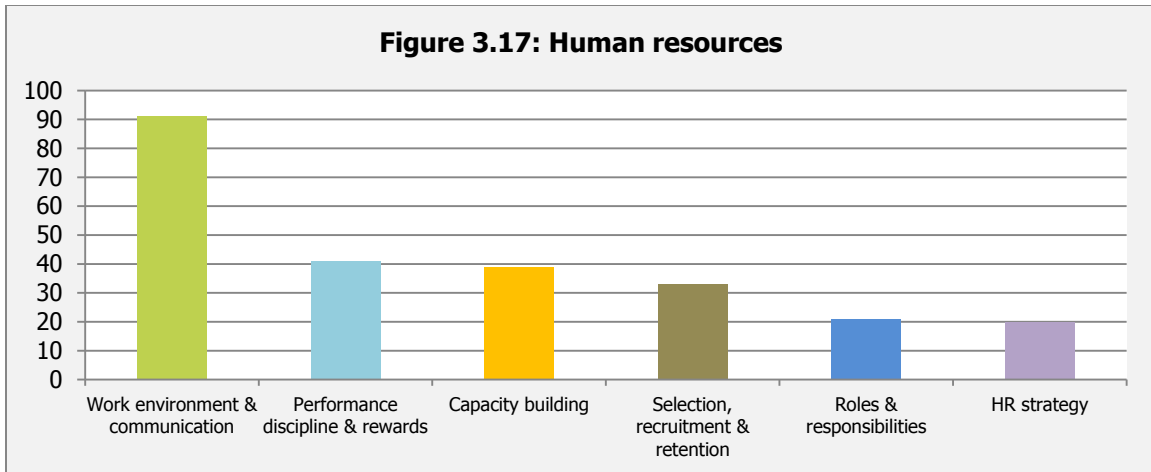
Figure 3.16 indicates that human resources and staff issues are the most documented and the most discussed component of institutional strengthening compared to the administrative and finance routines, electronic resources and physical resources. This may be attributed to the importance with which GL upholds its human resources. The components of institutional

strengthening are discussed in some detail in the ensuing sub-sections.

#### 3.1.6.1 Human Resources

The Hivos support of developing human resources augmented GL’s goal of staff development, staff retention and employee wellness. The main objectives were to (a) effectively manage the Human Resources functions, (b) implement the staff capacity building plan to ensure that staff’s capacity match the job requirements, and (c) promote the individual and organizational wellness by implementing programmes that encourage individuals to attain the body, mind and spirit balance.

Gender Links staff has grown tremendously from 2 persons in in 2001 to 60 employees (55 full time and 5 part time interns, 44 women (73%) and 16 men (27%)) in the ten years of Hivos support (see Figure 1 for details). The human resources are the single most important investment of the organisation. Gender Links spent 35% of its 2012 budget on human resources compared to the 40% in 2002-2003. Figure 3.17 summarizes the key human resources performance areas tracked by GL in its longitudinal organisational score card.

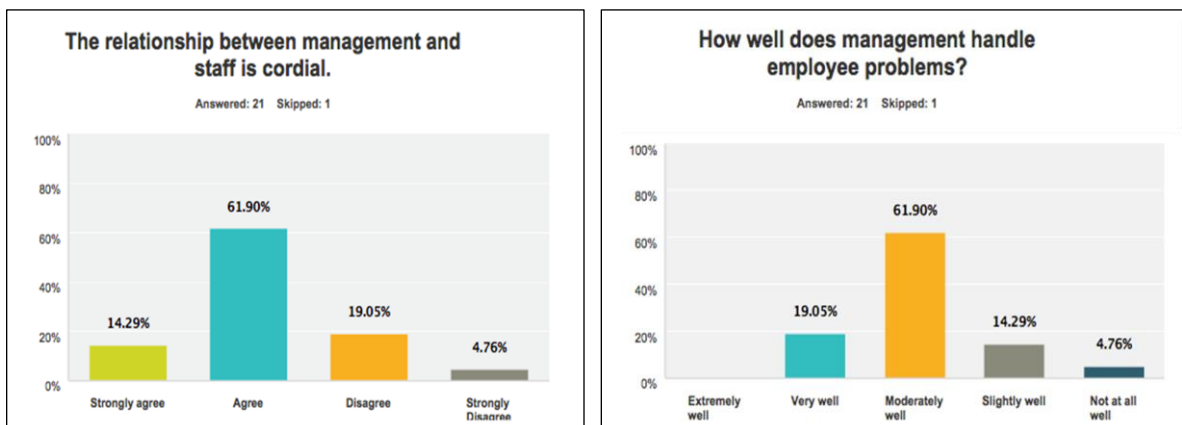


Source: Gender Links 2013 with data derived from literature review of key documents

As presented in Figure 3.17, work environment and communication is discussed and reported twice as much as the other aspects of human resources. The components of performance and capacity building are discussed below. The results from the online survey monkey questionnaire show that 31.82% of the respondents say GL work environment is comfortable compared to 13.66% who feel the work environment is extremely comfortable and the same percent say the environment is not at all comfortable. Gender Links acquired two adjacent buildings with office rights which accommodate all staff at the headquarters. The workspace is considered comfortable (Refer to discussion on physical resources in section 3.1.6.2).

GL has not yet finalised the draft HR strategy. Nonetheless, this assessment reveals that GL has a documented organisational structure that is known to staff members and that the duties and responsibilities area allocated according to the structure. Furthermore, each staff member has a clear job description stating the responsibilities and the reporting lines. It is out of these job descriptions that staff are able to agree with their managers on PAs that are assessed fortnightly and reported in the management meetings. The GL staff structure is regularly reviewed, especially when strategies change or in times of staff turnover especially at the management level. The structure effectively facilitates coordination of activities linked to the staff PAs.

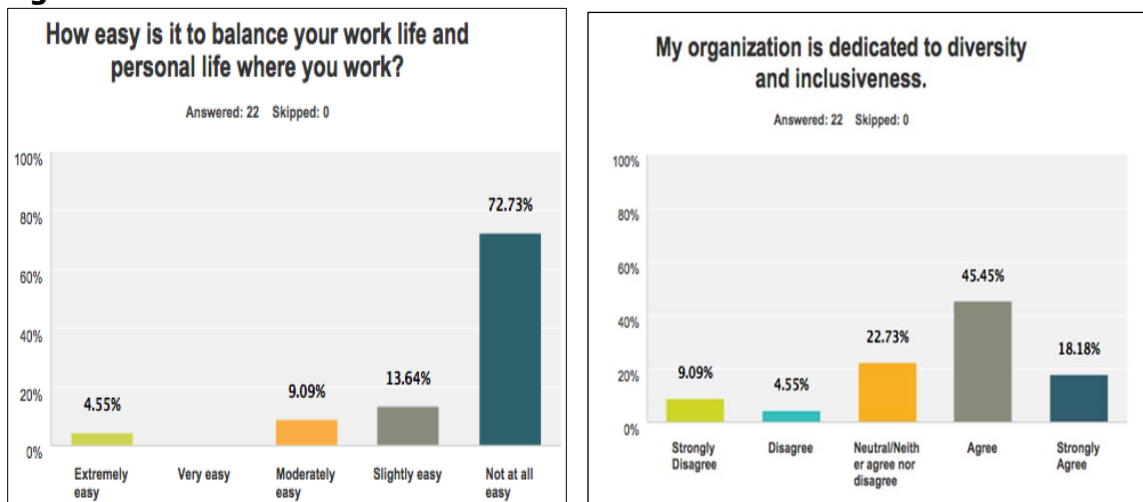
**Figure 3.18: Relationship between management and staff**



Source: Survey Monkey – August 2013

The survey also reveals that the relationship between the management and staff is cordial. Figure 3.18 shows that 61.90% of respondents agree compared to 23.81% who disagree that the relationship is cordial. Furthermore, the survey reveals that GL has a clear and effective mechanism for handling staff grievances as well as cases of indiscipline. Figure 3.18 shows that 61.90% of respondents said management handle employee problems moderately well. The same survey shows that 19.09% say management handle staff problems very well and 14.29% say employee problems are handled slightly well and 4.76% say not at all well. Gender Links also conducts bimonthly staff meetings in which staff are expected to freely express their feelings and opinions.

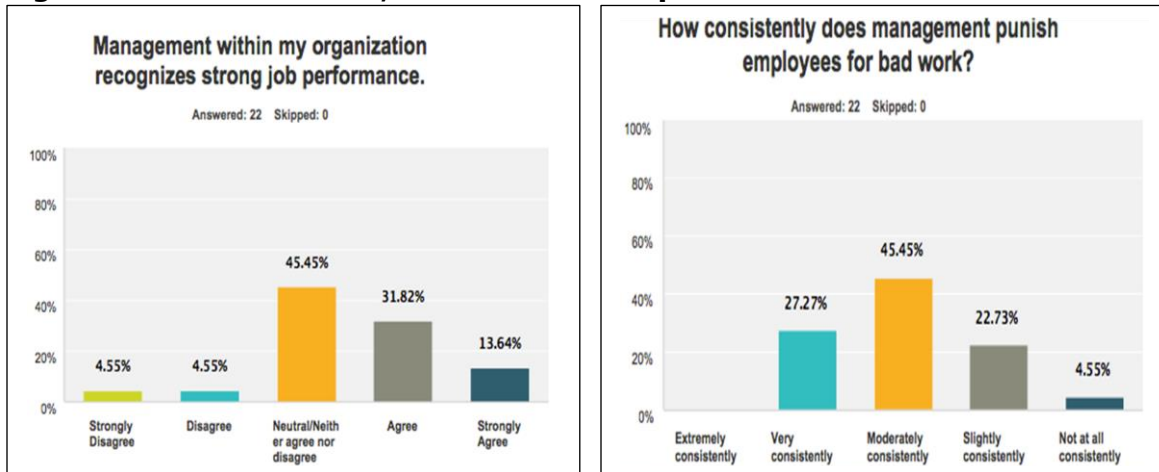
**Figure 3.19: Work life balance and inclusiveness**



Source: Survey Monkey – August 2013

The survey reveals that GL is dedicated to diversity and inclusiveness. Management does not discriminate against staff on account of their sex, ethnic or religious affiliation. Sixty three percent of respondents agree compared to 13.64% who disagree and 22.73% who neither agree nor disagree that GL is dedicated to diversity. This survey concurs with previous evaluations that the GL worked environment is pressured. Seventy two percent of respondents say it is not easy to balance their work life and personal life compared to only 4.55% who says it is extremely easy. No respondent finds it very easy while 9.09% find it moderately easy and 13.64% find it slightly easy. Gender Links has a wellness programme that is budgeted and assists staff to cope with balancing work and other needs. However, the findings of this assessment indicate that GL needs to do more to help staff cope with the work pressures and managing their personal lives. This finding concurs with the human resources analysis in the draft human resources strategy which shows a gap of "Work too much not enough time for life". The work pressure is an indication that GL has lean staff and has not engaged enough people commensurate to the planned activities as a result of dependence on donor funds. As such, GL staff manage a heavy workloads measured against very high quality of deliverables including publications.

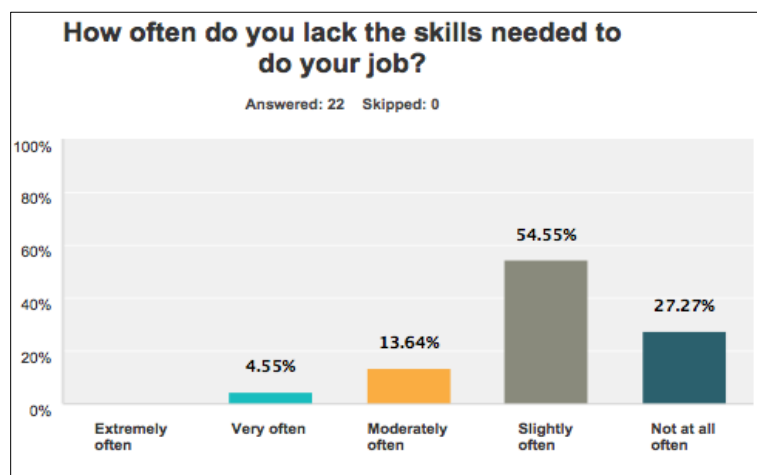
**Figure 3.20: Performance, rewards and discipline**



Source: Survey Monkey – August 2013

The survey ascertains that GL has a system of appraising staff performance periodically in order to identify capacity gaps and also assess rewards and incentives. GL has a remuneration linked performance system, and has annual staff awards that recognise a variety of contributions including team work, resource mobilisation, innovation, writing, photography, financial management, performance and improved performance (GL 2012 Annual Report). Figure 3.20 indicates that 45.46% of respondents agree that management in GL recognizes strong performance compared to 45.45% who either agree or disagree and 9.1% who disagree. The survey also revealed that cases of poor performance are addressed effectively during the assessment. This is confirmed by 45.45% who say management punish employees for bad work moderate consistently and 27.27% say the punishment is very consistently. However, 22.73% thinks management punishes poor performance slightly consistently and 4.55% says not at all consistently. Gender Links has a rigorous system of staff appraisal conducted fortnightly through the review of the PAs.

**Figure 3.21: Capacity Building**

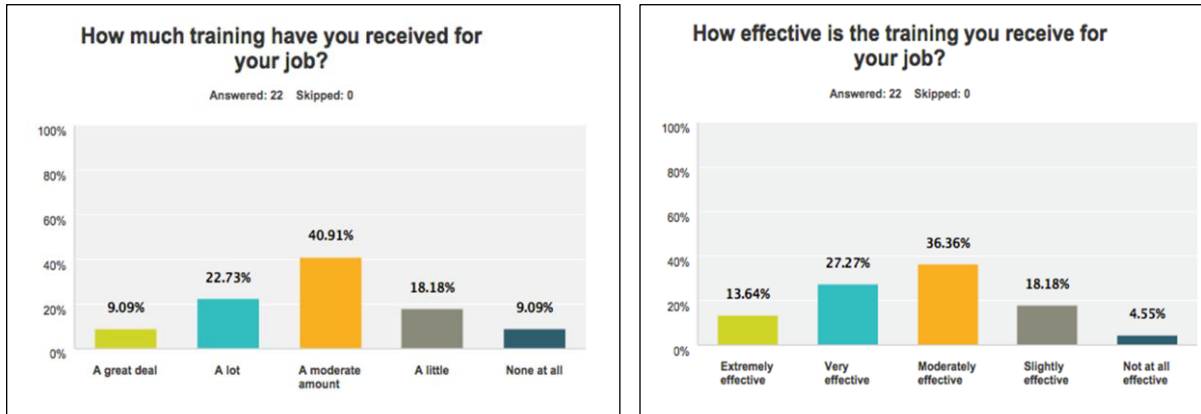


Capacity building is one of the major components of HR management in GL. The survey reveals that people working in GL have relevant qualifications, skills and experience required by the job. Figure 3.21 shows 27.27% say they do not often lack the skills needed to do their job compared to only 4.55% who say they lack the skill very often and 13.64%

saying moderately often. Nearly half the respondents – 54.55% lack the skill to do their

work only slightly often. This is an indication that GL encourages learning and supports capacity building and that the organisation regularly updates the knowledge of staff through relevant refresher courses and workshops. Nevertheless staff assessment in the draft HR strategy indicates a lack of planning on career pathing and lack of a structured capacity building programme.

**Figure 3.22: Staff Training**



Source: Survey Monkey – August 2013

Figure 3.22 shows that 40.91% of the respondents received moderate amount of training for the job, 31.82% received a good amount of training and 27.27% received a little or none at all. Of those who received the training 40.91% found the training effective, 36.36% moderately effective and 18.18% slightly effective. Only 4.55% found the training not at all effective. This is an indication that GL training and refresher courses effectively meet the staff needs for skills to do their jobs. Gender Links has provides on-the-job training such as that attended by the country managers in Lesotho organised by the governance programme in June 2012. Other opportunities include the in house training on the website, cloud computing, photography, and monitoring and evaluation.

### 3.1.6.2 Physical Resources

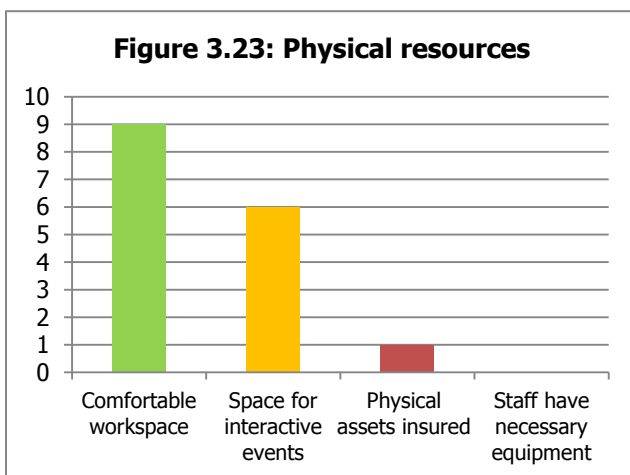
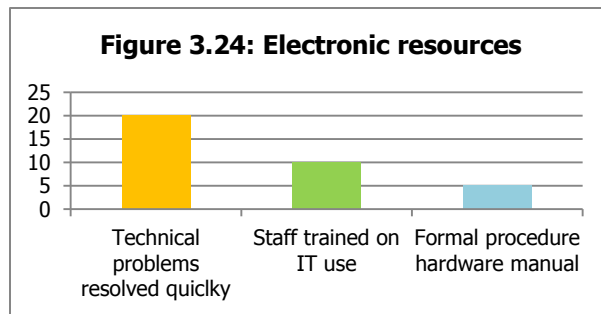


Figure 3.23 indicates that GL has comfortable and pleasant working spaces and workstations. Gender Links offices have gas heating to cater for the winter, air conditioners during summer, battery backup for the servers and computers and a generator used during power cuts. The office space at the headquarters is situated with kitchens, a round table for meetings and a multi-purpose room that is easily converted into a gym for wellness purposes as well as a conferencing room. Figure

3.23 also shows further that there is space for meetings and interactive events and that GL ensures that its physical assets are insured, safe and secure at all times. GL reserved one bedroom as a guest wing that is used for accommodating satellite office staff and consultants during their stay in Johannesburg. This enables GL to save on hotel and ground transport costs. What is least documented is the aspect of staff having the equipment and resources they need to be able to work.

### 3.1.6.3 *Electronic Resources*

Gender Links has a wealth of electronic resources and uses IT as an integral part of the organisation’s way of working in order to maintain up-to-date and trustworthy information in its day-to-day operations. GL’s IT services include its website, the Cyber Dialogues site, the GL Opinion and Commentary Service, the online SADC Gender Protocol Barometer



Newsletter, its list serve of over 5000 subscribers, an electronic photo library, audio-visual and text based materials, P-Drive, and the Hivos funded GMDC’s online Virtual Resource Centre (VRC) research database which contains newspaper clippings, media alerts and highlights, and the serachable database composed of theses from academic institutions, research by academics and also articles from the Gender and Media Diversity Journal. This is targeted mainly at media trainers and students. The use of the electronic resources include website statistics for measuring the impact, the Bulk Electronic Courier Messaging System (List serve) to post information to all, teleconferencing, Skype for teleconferencing, using a digital archiving system that is capable of cataloguing audio, the internet for cyber dialogues.

Figure 3.24 shows that technical problems are solved within short periods of time without disrupting work as a result of an efficient IT team. Furthermore, the staff are trained and receive support in how to use IT effectively. There is formal procedure manual of hardware, software and instructions on the use for organisational information systems and a dynamic IT policy that is included in the Gender Links Operational Guidelines. Gender Links’ website is updated regularly and kept current.

### 3.1.6.4 *Administrative and Financial Routines*

There is evidence from literature that GL has an administrative and operational policy that is in use and well-established systems and routines in all areas of GL work. The systems are clear and transparent and administrative decisions are made in an effective manner. This is discussed further in the ensuing section under sustainability.

### 3.1.7 *Sustainability and Diversification*

The evaluator rates sustainability and diversification the fourth strongest strategic pillar of Gender Links (Refer to Figure 3.2). Gender Links is actively reflecting on the issue of

sustainability given the general shrinking resource base in the development sector due to the ripple effects of the economic slump. The key components examined are GL's financial policies and procedures, long term financial planning, and resource mobilisation.

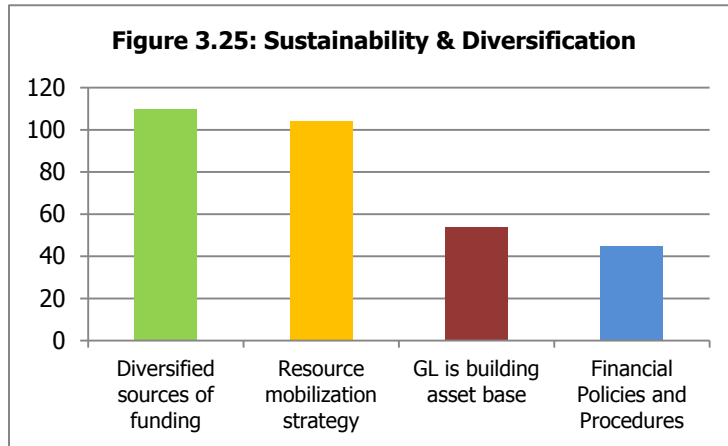


Figure 3.25 shows the most significant aspects of the sustainability and diversification pillar as the ability of GL in diversifying sources of funding and having a resource mobilisation strategy. Sustainability is the third most frequent item on the GL board oversight (See Figure 3.7). This demonstrates the seriousness with which GL values its long

sustainability.

Gender Links maintains a relatively diversified funding portfolio consisting of bilateral donor funding and GL's own funds. The largest donor of GL is DFID (39%), followed by FLOW (13%), DANIDA (10%), and Sida-Zimbabwe and NEPAD-Namibia, which fund GL's country offices as fourth and fifth respectively (GL Annual Report 2012-2013: 138). Gender Links upgraded the project sites to registered branch offices in ten countries as a part of a strategy to access local in-country funds. So far Lesotho, Namibia, Zambia, and Zimbabwe are sustained through in-country fundraising efforts. The business wing of Gender Links or the GL Services is also making significant financial contributions to the sustainability of the organisation. The GL Services consists of Gender Links Training Institute, Advisory Services, GL Cottages, and GL Resources (photos, books, DVDs and videos). These units made an income of R2.3 million during the ten months under review – 4% of total GL incomes in 2012.

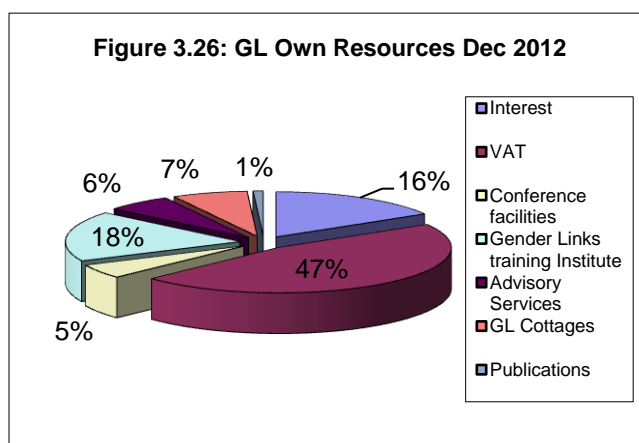


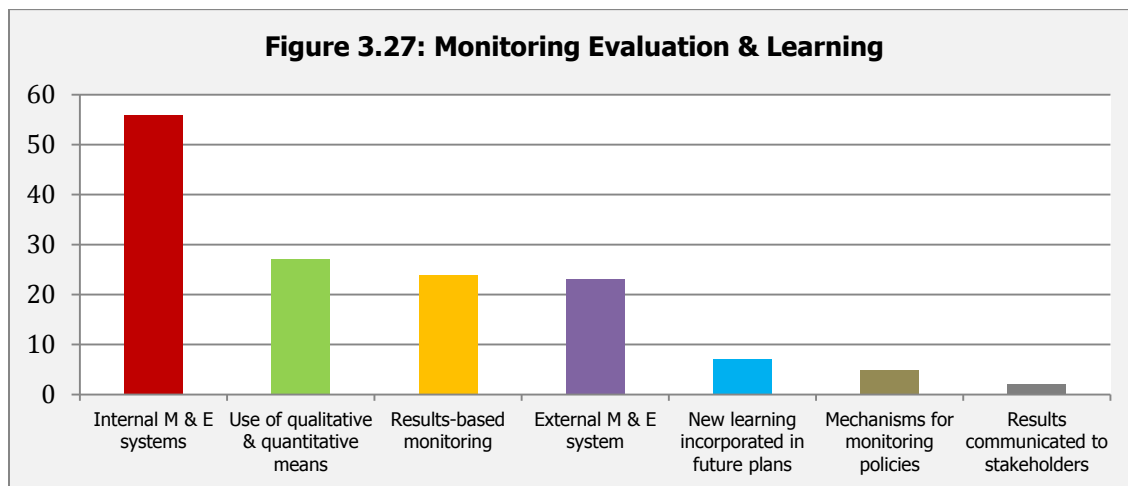
Figure 3.26 shows the largest sources of GL's own funds as interest and VAT (47%), followed by Gender Links Training Institute (18%), interest and dividends from the Trust Funds (16%), GL Cottages (7%) and advisory services (6%). Gender Links has also taken a strategic direction to build its own asset base which consists of two adjacent houses with office rights, a R2 million endowment fund, and purchase of Highview Gardens Cottages for conferencing

and using the facility for lodging, training and staff meetings.

Figure 3.25 shows that GL has financial policies and procedures which directly fulfil the key programme objectives of Hivos support. The key objectives are to ensure that GL’s financial systems remain sound, relevant, efficient and sustainable; to ensure that an annual audit is conducted and that an unqualified audited report is achieved, and to ensure that all donor requirements, reports and deadlines are complied with. There is evidence that GL has a written financial policy that is in use. Gender Links’ audited accounts are published every year in the annual reports which are shared with donors and stakeholders over and above individual donor reports. Donor reports are submitted in line with the donor reporting schedules by a team of qualified and experienced staff managed by the Chief of Operations (COO). All financial transactions and major donor reports are approved by the CEO who is the key signatory on all GL accounts.

### 3.1.8 Monitoring Evaluation and Learning

Monitoring, evaluation and learning is another key strategic pillar of GL (See Figure 3.2) which has evolved in the last decade of Hivos funding. Gender Links has an intricate monitoring and evaluation (M&E) system that tracks progress in GL’s results in terms of activity outputs (the tangible things that are produce); outreach (how GL creates multiplier effects through face to face engagements; the media and website); outcomes (what changes as a result of GL’s interventions) and impact (whether GL is contributing to the broader social change). GL’s acquisition of the DFID Governance and Transparency Fund (GTF) and PPA funds greatly transformed and expanded its M&E conceptual framework to include knowledge, learning and innovation as well as institutional effectiveness.



Source: Gender Links 2013 with data derived from literature review of key documents

Figure 3.27 shows that GL’s internal M&E system is well established followed by the use of quantitative and qualitative methods to document results, results-based monitoring, and external M&E system. The least documented are how new knowledge is incorporated in future plans, mechanisms for monitoring operationalization of organisational policies, and how results of GL’s work are packaged and communicated to relevant stakeholders. The internal M&E systems start with a well-structured strategic plan with clear objectives, targets and indicators (Refer to section 3.1.6). The checks and balances in the internal M&E system includes the annual board meetings to give

strategic direction, quarterly Exco meeting to approve workplans and budgets, detailed trimester plans translated into staff PAs, bimonthly staff reports and plans and monthly reports on the commentary system, website and database stats, and media queries. The external M&E includes donor reports, regular donor visits, and external evaluations conducted every five years to assess outcomes and impacts.

Gender Links has developed an elaborate array tracking sheets to measure outputs. Gender Links has also consolidated a 100 question institutional score card gleaned from DFID, UNIFEM and Diakonia checklists that are administered annually to board and staff to assess the health of the organisation. Although exhaustive, the institutional score card lacks clear indicators on which scoring is based. This is an area requires strengthening with quantifiable indicators with weights for each score.

### 3.1.9 Strengthening women's movement in southern Africa

Gender Links was started by a group of gender activists in the follow up to Beijing with a passion to institutionalise gender in SADC using the media as means and tool for social transformation. The signing of the SADC Declaration on Gender and Development marked the conceptual birth of GL. The current Chief Executive Officer (CEO) of GL, Colleen Lowe Morna played a pivotal role in the crafting the famous "Malawi Declaration on Gender and Development and the birthing of GL. Some of the gender activists became the inaugural board members who participated in crafting the name, vision and mission, slogan and logo of GL. Gender Links provided the activists space and a platform for monitoring the implementation of the Declaration and for campaigning for upgrading it to a Protocol in 2008. The Attorney General of Botswana and former deputy board chair of GL, Athalia Molokome rightly described GL as being "firmly rooted in, and was an inevitable product of the Southern African regional women's movement and Colleen, as the brains and the womb that conceived and delivered GL." Gender Links has continued championing the women's movement in Southern Africa through its role as coordinator and secretariat of the SADC Protocol on Gender and Development Alliance, a network of networks comprising over 40 organisations.

#### **Significance of the learning retreat in Tanzania**

Hivos contributed to strengthening the growth of the women's movement and GL's leadership through the learning retreat in Tanzania on social movements. The retreat birthed the concept of summits as a social forum for activists to affirm good practices in gender mainstreaming through awards and sharing knowledge from local to national and regional levels (see discussion on summits and social movements in sub-sections 3.1.5 and 4.1.2). The significance of Hivos support and the contribution of the learning retreat in Tanzania is well expressed by the CEO of GL:

Early in GL's development Hivos hosted a conference for grantees on building social movements. I know this got me thinking about the gender and media movement and later the Southern African Gender Protocol Alliance, now one of the strongest and most visible women's coalitions on the continent. I have just returned from CSW where the Alliance had two side events on what the world can learn from the SADC experience and how Southern Africa can strengthen its own position in line with global developments. Irene Dubel, head of the women's unit in Hivos and the one constant member of staff over all the years, attended our side event. We reminisced on how far we have come. That all started with believing in one small organisation that started with a wing and a prayer. (Colleen Lowe Morna, CEO of Gender Links).

## 3.2 Opinion and Commentary Service

The evaluation assessed the growth and development of the Opinion and Commentary Service, its impact and ways in which this can be strengthened by GL. Gender Links conceived the idea of the O and C Service with the support of HIVOS in 2003 as an electronic “bridging” service between activists and the media to provide “fresh views on every day news.” A key aim of the GL Service is to provide both alternative content and alternative (and more diverse) representations of men and women in the media – in this way challenging stereotypical representations and presentations of women. The GL Service also aims to support and encourage writers to engage with gender issues and to “make every voice count” by nurturing a new cadre of writers, especially women, who may not otherwise have the confidence to approach the mainstream media. A major subsidiary of the Service is the “I” Stories or first-hand accounts of women whose voices would rarely be heard in the mainstream media. Gender Links also produces newspapers and supplements for special events as part of the Service. The service is divided into three: Anglophone (anchored at GL headquarters in Johannesburg); Francophone (anchored in Mauritius); and Lusophone (anchored in Mozambique) where the three editors commission stories and places them in the mainstream media.

### 3.2.1 Relevance

The Service was created to give voice to women who are denied a voice in the sacred spaces of mainstream media reserved for elite experts or “opinion shapers”. Gender Links conducted studies which showed a glaring gap in women sources in news content and in the media houses. Although women constitute 52% of SADC population, the 2005 Global Media Monitoring Project (GMMP) and the 2010 Gender and Media Progress Study (GMPS) showed that women sources increased only by 2% from 17% in the 2003 Gender and Media Baseline Study (GMBS) to 19%. 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 and to challenge the damaging and stereotypical depictions of women in the media. Women were mainly stereotyped as entertainers, victims of violence, caregivers and homemakers, and as sex objects. Gender Links also recruited writers who graduated from the media literacy courses to write opinion and commentary pieces.

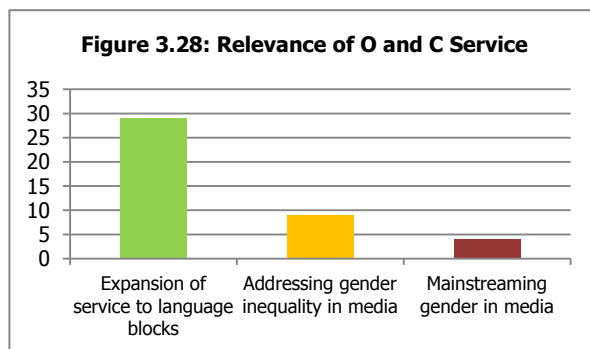


Figure 3.28 shows the relevance of O and C Service in addressing the gender inequality in the media and mainstreaming gender in the mainstream media. Furthermore, the Figure also depicts the significance of expanding the Service to all three language blocks in SADC to implement the project objective of supporting female and male experts and novice journalists in writing and

publishing opinion pieces in the mainstream media. Gender Links expanded the Francophone Service to cover the Democratic Republic of Congo (DRC), Madagascar, Mauritius, and Seychelles from GL’s Francophone base in Mauritius with support from

Hivos in 2009. The GL O and C Lusophone Service was launched in Maputo, Mozambique on GL's tenth birthday on 17 March 2011 to serve Angola and Mozambique.

### 3.2.2 Impact

The intended outcomes of the O and C Service are tracked through the extent to which articles are used, feedback on articles and case studies on how these generate debate, and feedback from writers. The means of verification are through continuous records of usage, reflections by writers, and case studies of debates generated.

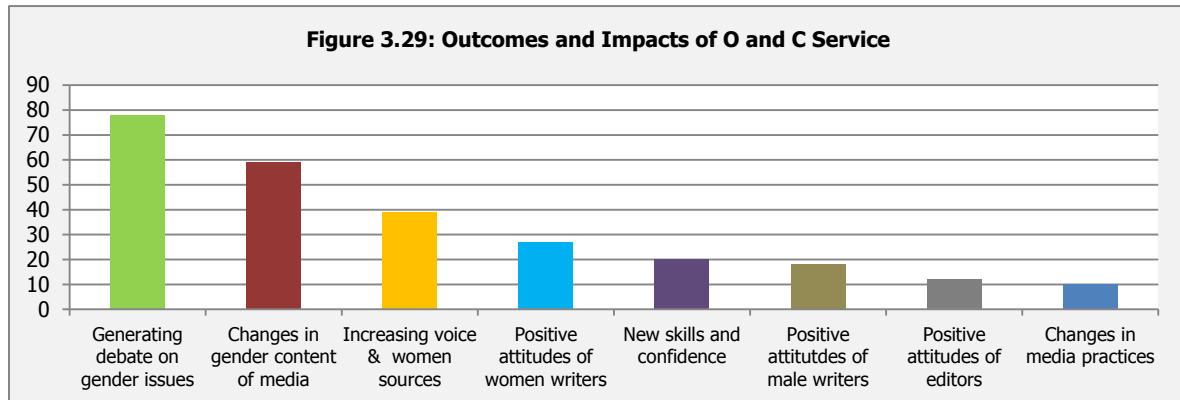


Figure 3.29 shows the most significant outcomes as generating debate on gender issues and the most significant changes or impacts as changes in the gender content of mainstream media, increase in women voices and sources and positive attitudes of women writers. The Figure also indicates that other changes include acquisition of new skills and self-confidence by both female and male writers, positive attitudes of male writers and editors in mainstream media and changes in media practices.

#### Generating and Creating Space for Debates

In terms of generating debates on gender issues, the O and C Service has generated several unquantifiable debates on issues especially through the electronic media such as radio and television talks shows (Figure 4.1 on lessons learned) with the writers and online comments on popular opinion pieces. Comments range from men and women survivors of violence to sympathizers and citizens touched by a published opinion piece. Examples of issues discussed include gender-based violence such as domestic violence, LGBTI issues and homophobia, sexual harassment in higher institutions of learning, negative role modeling such as stories around SA President Jacob Zuma and polygamy, impact of climate change on agriculture, and taboo topics such as male circumcision. Some of these published opinion pieces prompted policy change and promoting justice - Sexual harassment at the National University of Lesotho. The debates on gender issues in the published opinion pieces are indications that change is taking place as explained below from interview excerpts from some key respondents:

Most of the articles the O and C Service taken to the public are well thought-out pieces which challenge the common place ideas by generating debates. Judging from the responses, one might say that gradually these opinions are chipping away at long-held negative views that hinder gender equality --- But it's important to point out that the articles do generate disparate responses. This would seem to indicate that some change

is taking place, and people are starting to question long-held assumptions about power relations. (Bayano Vally, Editor GL O and C Lusophone Service, Mozambique).

It also opened space for sexual minorities and homophobia. There are many issues with human rights. This has nothing to do with condoning homosexuality. Homosexuals are people are church members and they deserve treatment. No one has been able to stand up and say homosexuals have a right to be arrested without being harassed, to be tried in court using due process, to be incarcerated if they go to jail without being abused. We are still a long way to go. (Rev. Fr. William Guru, Clergy O and C Service Writer, Zimbabwe).

We do get a lot of feedback on our papers. I remember an example when one of the reporters wrote an article about a man abused by his wife, the title of the story was that men too are victims. The kind of feedback we got showed that it touched many people's lives where people came up with further testimonies. For us it is enlightening and you feel that you need to probe further when you get a lot of comments on an article so that you can bring up the perspectives. Many people starting reporting cases of abuse. We had men calling in saying that women are abusing men. (Moreblessings Muzangunye, the Zimbabwean Newspaper).

### **Creating Space for Debate**

Gender Links uses cyber dialogues or online chats to create a platform for policy makers, activists and citizens to debate on topics around gender such as GBV. These chats usually happen during the Sixteen Days of Activism campaign that is held from 25 November to 10 December every year as well as during major UN conferences including Beijing Plus Ten, Beijing Plus Fifteen and Commission on the Status of Women meetings. One of the major successes of creating spaces for dialogue was when Gender Links Mauritius office used cyber dialogue to discuss the findings of the GBV indicators study with a wide range of stakeholders using the Mauritius Broadcasting Corporation newsroom facilities. The Executive Director of the GL Francophone office said:

GL was discussing with MBC on how to make the general public know about the studies. The launch was live on radio. The radio studio was turned into IT lab. Each day I talked about a chapter on the research and then ask five questions for debate. The questions would be cyber dialogue. Then I would relay what those in the cyber dialogues were saying. 250,000 people reached with this program (Loga Virahsawmy, Executive Director Gender Links Francophone).

Some media houses in the region have also gone online to give their audiences space to comment on the stories they publish especially during election period. For example, a blogger in Malawi picked an article from GL website on President Joyce Banda's comment on repealing laws that criminalise gay rights and same sex marriage to engage with his online audience to debate the issue.

### **Changes in Gender Content of Mainstream Media**

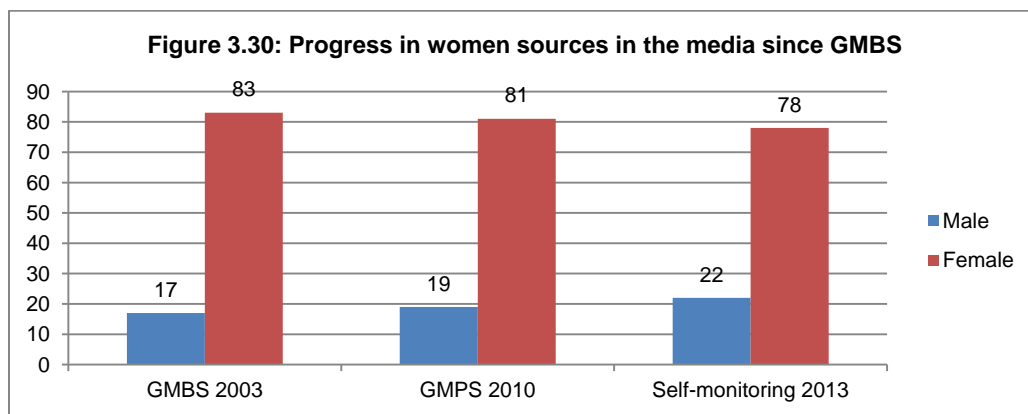
The changes in gender content of the media and changes in media practices are related. This outcome relates to positive changes in the attitudes of editors to publish gender related opinion pieces in the print media. The second objective of raising awareness of gender among editors was articulated after 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. Some decision-makers in the print media are now dedicated a whole page each week on gender related articles as referenced below.

Gender Links has amplified issues of gender in Southern Africa and put an entirely new complexion and depth to the discourse of gender. For us at the Southern Times who have devoted a whole page each week to reporting on gender for over a year now, the timely, bright, tight and right articles from your contributors have been very useful.” (Moses Magadza, Founding Editor, The Southern Times, Namibia).

Previously the thrust of the editorial was on politics and economic related issues. But you will find that the editorial saw the need to dedicate a page on gender related issues just as they have dedicated the space for sports, just like they have dedicated the space for opinion and commentary. We need to create that space where we discuss gender related issues specifically. That also led to the creation of the gender desk because we never use to have one. We don’t have a sports desk but we have a gender desk. (Sophia Mapuranga, Gender Desk, the Zimbabwean Newspaper, Zimbabwe).

### Increasing Voice and Women Sources

Finally, increasing women’s voice and sources and changes in the attitude and self-image of women writers is a tremendous impact of the Service. Some women writers have spoken of increased self-confidence when their articles were published and also that they gained writing and analytical skills. This in turn leads to increase in women’s voices as sources of news which is a fundamental change the Service seeks to achieve (See discussion on relevance in preceding section 3.2.1).



Source: 2013 SADC Gender Protocol Barometer

In terms of women’s voices expressed through the media, Figure 3.30 above shows a five-percentage point increase in the proportion of women sources since the 2003 Gender and Media Baseline Study (GMBS)’s from 17% to 22% over the last ten years. There is hope that women sources will increase as indicated by the work of Gender Links with 76 media houses whose self-monitoring exercise as part of the COE showed increase in women’s sources from 21% in 2012 to 22% in 2013. Gender Links has integrated the O and C Service in stage six of the media COE with the aim of recruiting more writers for the Service (Refer to discussion on sustainability in section 3.2.5). The Service has also impacted on the male writers too. Below are some excerpts from interviews with women and men writers.

I was not sure that that I wanted to tell my story, I didn’t know if I could find the words. But after I started writing, I was inspired ... and I was proud. Writing my story felt like a burden had lifted off my shoulders and I was free. (Thapelo Rahlongo, Learning to be myself, “I” Story Writer).

I think reading and writing on gender related issues has broadened my perspectives in terms of how I view life. It has made me in a way to overcome my fears as a woman that this I can’t do and that I can do.

Growing up in a set up where the roles are defined for us and there are certain things I saw as no go areas and I had to abide by certain cultural principles that were instilled in me as a young girl. But interacting and actually writing about gender related issues changed my life that I am much more positive in everything that I do. It has challenged me to go the extra mile to see life from a totally different perspective to say this is what was instilled in me but these are some of the opportunities that exist for me. (Moreblessings Muzangunye, the Zimbabwean Newspaper, Zimbabwe).

I understand myself better. I like digging deep into myself to see things that have happened and I understand myself better because the editors help you to do that. I think for you to be able to write about someone’s story confidently you also have to try to relate those things to your life. I think GL has given me that outlook. (Bongiwe Zwane – Writer O & C Service Writer, Swaziland).

For me as a man because of that platform I went through a process of transformation. As someone who grew up in the rural areas where a lot of gender inequalities was okay and I didn’t realise there was anything wrong with what is happening in the community. When I started interacting with GL platform it opened my eyes and I got an opportunity for self-introspection. (Kizito Sikuka, Freelance O & C Service Writer, Zimbabwe).

Writing for the GL service has provided me a platform to write about gender, a thing that I have always wanted to do. As I write articles for the service, I do not have fear of being questioned as to why I write on issues affecting women on grounds that I am a woman. The service gives me confidence as a journalist that my work is good enough to be used by international media houses. It is also helping me build my CV and enhance my writing skills. (Perpertual Sichikwenkwe, Zambia).

### 3.2.3 Effectiveness

Gender Links implemented three programme objectives for the O and C Service with support from Hivos. These were to support women and men experts and novice journalists in writing and publishing opinion pieces in the mainstream media, launch Francophone and Lusophone Service, and targeted marketing, training and long-term strategic planning for English, Francophone and Lusophone Service (See Workplan in Annex C). The English Service is the oldest and most well established and it operates out of GL headquarters in Johannesburg. All three services surpassed the targets of producing at least 10 articles per month or 120 per year, exceeded average usage of 3 times (up from 1.5), and recruited above the target of at least two new writers per month.

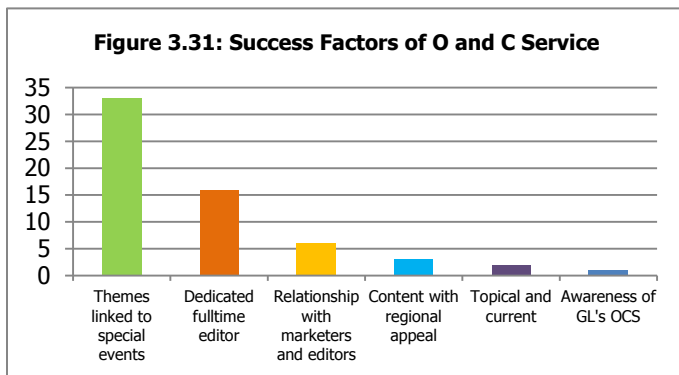


Figure 3.31 shows the two key success factors for the O and C Service as GL’s ability to produce articles on themes linked to special events and having fulltime editors dedicated to the service. The highest output and usage are linked to special events like during the Sixteen Days of Activism in November/December when GL produces the special “I” stories

from survivors of gender-based violence, conference newspapers and supplements the SADC Gender Protocol@Work during the SADC Gender Protocol Alliance Summit (previously GEM Summit and Gender Justice and Local Government Summit) and the

CSW and MDGs, and one-off high-level events like the 2010 FIFA Soccer World Cup in South Africa, and the UN Conference on Climate Change in Durban.

The role of a fulltime dedicated editor cannot be overemphasized. Gender Links managed to hire the first full time editor for the Service in June 2004. This contributed to the rise in the number of stories produced per month from six to over ten. The service saw a decrease in output and usage in 2010 when GL hired a part-time editor. Production of stories rose again when GL hired full time editors for all three language Services. The editors play a strong role of coaching, mentoring and capacity building dimension of the writers. The editors have editor often have back and forth communication with writers to shape an article hence the mentoring process as pointed below by one of the writers.

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

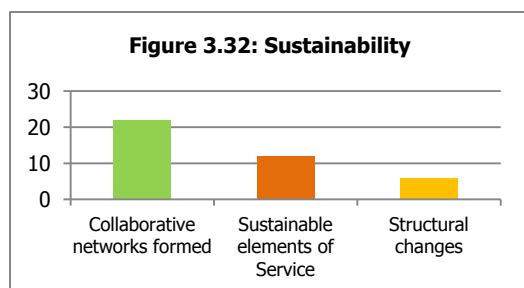
Figure 3.29 also shows that successful marketing of the service also depend on the relationship of the marketers with the editors in the mainstream media. The average use of GL commentaries in regional media has steadily grown, from an average use of 2.6 per story in 2005 to a high of 4.5 per story in 2010.

### 3.2.4 Economy and Efficiency

The main concern for the Service is that of cost recovery where the Service is able to generate income to sustain itself. So far only the The Mail and Guardian are now paying for articles from the O and C Service. Cost recovery remains a challenge as the media are not prepared to pay for the articles. For example, the media in Mauritius only pay for news articles from news agencies like AFP, Reuters and from well-established newspapers like Le Monde.fr and Times of India. In some countries like DRC, the media is asking GL money for publishing the O and C articles which is a continuous concern and question for the Service. Other concerns include inadequate budget for GL to systematically track all media and engaging the journalists from Angola who currently feel the token fee offered by GL is too little. Angola is one of the most expensive countries in the World and it is not easy for NGOs to operate there.

### 3.2.5 Sustainability

The evaluation assessed whether the achievements made by the O and C Service will continue when the funds from Hivos come to an end and what factors are promoting sustainability. The O and C Service will continue after Hivos support ends despite the cost recovery challenges. Figure 3.32 shows the most significant factors for sustainability as formation of collaborative networks and



nurturing sustainable elements of the Service. Gender Links has formed collaborative networks with organisations, newsrooms, and individuals in the mainstream media to promote sustainability of usage of the Service. For example, GL works has long time collaboration with the African Women and Child Feature Service in East Africa (AWCFS) to produce daily newspapers during major international conferences, UCOFEM in the DRC, active GEMSA Country Chapters representatives to market the service and tracking usage at a small fee, and the South Africa's *Cape Times*, *La Voix Kreol* in Mauritius, and the Zimbabwean Newspapers to republish articles. GL Mozambique is also persuading WLSA and Fórum Mulher to use GL stories on their websites. The sustainable elements of the Service include the following:

*Using journalists from Media COE's:* The key sustainable elements of the O and C Service include using journalists from media houses that are part of the GL Media Centres of Excellence project to write stories during the SADC Protocol@Work summits and making the Service Stage 6 of the ten-stage process of the Media Centres of Excellence where journalists are trained to write gender sensitive commentaries and editors encouraged to republish commentary pieces in their newspapers. The Service is challenging stereotypes and changing attitudes which in the long-run are sustainable because discrimination is minimised as mainstream media publishes more gender sensitive articles. Some writers are also beneficiaries of the GL media literacy courses which targets the general public who are the consumers of media and media training institutions and schools of journalism.

*Existing database of writers:* As of end of 2013 GL's O and C Service had an average of 70% women writers and 30% male writers for the Anglophone, Lusophone, and Franchophone Services. This is a great asset for the sustainability of the Service. The Lusophone Service has a higher percentage of male writers compared to women, and average of 66% men and 44% women. Nonetheless, mainstreaming the recruitment of new writers in the core programmes of GL promotes sustainability. Gender Links mainstreamed the O and C Service in its core programmes including media literacy courses.

### **3.2.6 Replication**

The O and C Service can be replicated by people and organisations interested in changing and diversifying the content of mainstream media to be gender responsive. The following are some of the factors and conditions for replication:

*Strong design of the Service:* Gender Links' design set targets such as planning to ensure production of at least ten articles a month; an aggressive marketing and tracking strategy to ensure that each article is used more than once (initial target of 1.5) and linking theme pieces with important events and especially provocative pieces. Targets are useful for monitoring progress and addressing challenges along the way.

*Maintaining interactive website and robust list serve:* Gender Links distributes every published article through the list serve and uploads on their website where it can be viewed freely. Articles can be searched in a variety of ways including: by author, country, theme and date and they continue to be accessed via the website long after

they are used in media. In fact the commentary service is the most visited section of the GL website. Gender Links also tracks usage of the articles through the website and monitors comments and discussions generated by each article (See discussion on impact in section 3.2.2.). This system tracks the users, that is, who is reading the article, what country they are from, organisation, occupation as well as how are they using the articles - for personal interest, research, redistribution, republication, etc. Using the new media - twitter and Facebook to draw readers to the stories enhances the reach and reaction to the service.

*Partnership with media as a tool and partner:* Gender Links partners with the media as a partner or market and a tool because if the media is party to that process of engendering media content it means the media itself also has to change. There must be buy-in from the media itself and the editors. The significance of partnership with the media is well expressed in the excerpt below:

I believe the media, in as much as it is a means to an end and a great tool for influencing in order to put gender on the agenda, the media is very much a partner. This can be seen by the religious republishing of articles by media houses, especially ones like All [Africa.com](http://Africa.com), and the regular republishing by a number of media house across the region. Furthermore, the number of media requests by the media shows that gender is on the agenda and these media houses seek out our commentary and research to inform their shows and reports. (Katherine Robinson - Editor Anglophone).

*Robust connection and support to special categories of women writers:* Gender Links has developed a special interest in connecting with survivors of gender based violence to write and share their stories through the "I" stories project. The special "I" stories series represents the kind of stories that the mainstream media is often not able to access and also creates enables women writers to tell their stories. The "I" stories has helped GL to define its niche and to give a human face to its interventions on Protocol target on gender based violence. The "I" stories is an integral part of GL's Sixteen Days of Activism Campaign and it forms the qualitative data for GBV indicators research.

## 4.0 Lessons Learned

### 4.1.1 Opinion and Commentary Service

The evaluator garnered important lessons learned on what worked well and what did not work well in the O and C Service to inform future designs of similar programmes (Refer to discussion on replication in the preceding section) and improvement of the on-going Service.

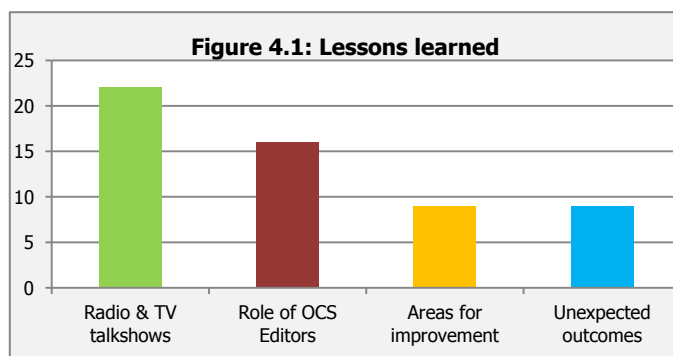


Figure 4.1 points out the major lessons in the success of the O and C Service as the relationship and connection with the radio and the television and the roles of the editors of the Service. The use of electronic media has become a critical aspect of the programme in generating debates on pertinent

issues provoked by the articles. In fact the electronic media generates more debates compared to print media and it is often follow-on from the articles published in print media. The writers of the "I" stories and opinion pieces often engage with the general public through the radio and TV talk shows. In some cases the radio stations invited the authors of a story for a talk show. For example after publishing Mankazana's piece titled "Transformative leaders must recognise LGBTI rights", SAFM invited her to the studio to discuss what she had presented in her article. ETV's 3rd Degree programme also did an in-depth analysis of gay and lesbian rights. The following excerpt is from an interview with the author.

I had a radio talk show on SA FM for SABC discussing my article and people were calling and giving negative and nasty comments -- I did generate interests. After that show I had a lot of people wanting to know who I am, where I work, and what I do. I have a lot of requests from the LGBTI communities. I had a lot of people inbox me on Facebook and asked me my opinion. I have got more people that I interact with on Facebook from other organisations. The article made me more visible in other organization -- After that I have grown from strength to strength. I can actually achieve whatever I put my mind on. (Nomthandazo Mankazana, Gender Links).

This importance of the electronic media is not well developed in the Service but a critical area that requires planning and resources (See discussion on recommendations in section 6.1). Nevertheless, the radio should be targeted as a tool for reaching the illiterate communities who do not have access to print media. For example the "I" stories writers are interviewed on the radio as a strategy to ensure they own their stories and experiences instead of being subjects of research and analysis. The service created three "spots". In one, each of the women repeats the excuses their partners gave for abuse, and ends with the tag line "No excuse for abuse." In another, each participant mentioned why they stayed in the situation, and in the third they recounted how the system treated them. The audio was confirmed as used by the following: Kaya FM, Channel Africa, Radio 2000, Ukhozi FM, reposted on Amarc 16 Days Audio Resources, McGill University Radio Station, Montreal Canada, reposted on Pambakuka.org, reposted on Kubatana.net. Information about the audio resources was also posted on a number of list-serves: creative-radio, Journalists for Human Rights, UNICEF's Magic Media.

### **Role of O and C Service Editors**

The editors play a key role in the operation and success of the GL O and C Service (Refer to discussion on effectiveness in section 3.2.3). Their roles include: nurturing new promising writers to build their confidence and skills in writing gender aware opinion and commentary articles; continuous on-the-job-training for the writers and journalists to engage with gender and development issues. The writers pitch a story idea and the editor engages with the writer and commissions the story. This is well summarised in the interview excerpt with the editor of GL's Lusophone Service.

As editor, I liaise with the authors from Madagascar, DRC and Mauritius, assessing the subject they want to write on and seeing if it is worth the while, asking them to change the angle they have chosen, correcting the articles once they have been submitted, sending them the corrected version with requests for precisions to be added. Once the article is correct to my point of view and in line with the Protocol's objectives, I upload them on GL's website, send them to the authors who have contacts in the press so that these articles can be printed or uploaded online. (Marie Annick - Editor Francophone).

### **Unexpected results and areas for improvement**

The most significant unexpected outcome is the uniqueness of the Lusophone Service where 66% of the writers are men. This is attributed to low numbers of female opinion writers in Mozambique (existing writers and new writers) and few female reporters in newsrooms. Related to this is the difficulty of recruiting writers from Angola due to unmet financial expectations of Angolan writers.

The lessons on what did not work well in the service or areas for improvement in Figure 4.1 include the weak monitoring and assessment of qualitative impact. There is a design weakness in gathering stories of the writer's experiences of writing as well as outcomes of articles published to be able to measure the qualitative impact of the service more effectively. Related to this is the online users' resistance to registration using the pop-up registration form to monitor usage.

#### 4.1.2 GL Organisational Development

##### **Visionary leadership and good governance leads to institutional growth**

The remarkable growth in GL in the last decade can be attributed in part to the visionary leadership of the board and the CEO. As demonstrated in Figure 3.7 the GL board provided oversight in all seven strategic pillars on a continuous basis and persistently through the quarterly Exco meetings and their day-to-day support to the CEO. The GL CEO too is a visionary leader with excellent writing skills and management qualities that greatly contributed to the conception and birthing of GL's strategic role in leading the women's movement in South Africa. The governance and visionary leadership are very important attributes for organizational growth and existence as demonstrated by GL.

##### **Box 3.2: GL's Vision 2020**

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

The visionary leadership of GL's board and CEO are exemplified in the organisation's forward thinking in crafting a 2020 vision even in a time when the five year strategic plan has not yet come to an end. Box 3.2 shows GL's 2020 vision with clear strategic direction. The vision epitomises GL as a self-sustaining non-profit and for-profit organisation working towards deepening its work to reach women in the lowest levels in SADC region.

##### **Capacity to Raise Funds through Country Offices**

At the institutional level, GL now has ten well-established offices across the SADC region and is successfully fundraising to tap in-country donor funds to ensure sustainability. GL has tripled in budget and size over the last five years, buoyed first by funding from the

DFID GTF and then the DFID PPA Fund. GTF attracted other donors to support the alliance work. In its role as the Alliance Secretariat, GL has also successfully fundraised and received seed money from the European Commission, Norwegian Church Aid, and UK Aid and in kind support from FES Botswana to strengthen the work of the Alliance at all levels. Continuous funding is very important in strengthening the social movement created through the work of Alliance anchored on the SGP. This is a demonstration that Hivos' objective of helping grow women's NGOs and the women's movement to a stage where they are able to sustain themselves is attained by GL.

### **Creating Social Movements for gender equality through the Protocol**

The significance of the learning retreat in Tanzania on social movements assisted GL's organisational growth and leadership in strengthening the women's movement in southern Africa through the SGP and the SGP summits. The CEO of Gender Links highlights this significance as follows:

Early in GL's development Hivos hosted a conference for grantees on building social movements. I know this got me thinking about the gender and media movement and later the Southern African Gender Protocol Alliance, now one of the strongest and most visible women's coalitions on the continent. I have just returned from CSW where the Alliance had two side events on what the world can learn from the SADC experience and how Southern Africa can strengthen its own position in line with global developments. Irene Dubel, head of the women's unit in Hivos and the one constant member of staff over all the years, attended our side event. We reminisced on how far we have come. (Colleen Lowe Morna, CEO of Gender Links).

#### *Signing and Ratification of the SGP*

One of the key contributors to creation of a women's movement in southern Africa is the campaign for adoption and ratification of the SGP. Gender Links did a creditable job as the secretariat of the Alliance in coordinating the efforts of citizens through the campaign for adoption of the Protocol and now its implementation. The Protocol was adopted at the Heads of State meeting in August 2008 in South Africa with 28 indicators to be achieved by 2015. The Protocol was adopted in record time of three years, the first of its kind in SADC region. Gender Links coordination role is recognised and applauded by key actors in the region as expressed by the following quotations:

But as a SGPA I think they have had a very sustained and successful campaign on the gender and development protocol that I think many CSOs can learn from the processes although conditions and similarities of factors may be different. I think they have been one of the very few organizations at the regional level with a very consistent, sustained and well-focused campaign and generally one issue-based. I think it has worked very well to the extent that we depend on them (Boichoko Abie Ditlhake, Executive Director of SADC CNGO).

Gender Links showed us that NGOs really have the power - through unity - to ensure the ratification of the Protocol, including popularising it by printing it in different languages for ease of distribution. It is refreshing to see an organisation such as Gender Links taking the lead in such important matter, spearheading the process and ensuring that the Protocol works. With the costing of the Protocol project we can see that Gender Links is on top of the game- 'the time is now!' (Magdeline Mathiba Madibela, Head of the SADC Gender Unit).

#### *Use of summits as social forum for sharing knowledge and good practices*

Aside from using the Protocol to create and strengthen the women's movement in Southern Africa, GL is using the SADC Protocol@work summit as a social forum for sharing knowledge and affirming good practices in gender mainstreaming approaches

across SADC countries. The concept of the summit was inspired by the learning retreat in Tanzania on social movements. The 2013 summits combined the GEM and the Gender Justice and Local Government summits into one to build synergy across programmes and partners. The summit has emerged as a platform for all stakeholders to take stock of progress in the critical count down to 2015, to network, and motivation to innovate. The following excerpts illustrate the significance of the summits as social forums in strengthening women's movement in southern Africa.

The summits are the platform to share best practices. It was good to listen and learn. It opens the eye and creates a sense of healthy competition. There are certain things that we feel might not be important but when you hear it discussed by four-five local authorities you begin to see the importance of the matter (GFP, Victoria Falls Local Government Authority COE).

And then you go to the Gender Summit and you see the little Muslim lady from Mauritius and she's made a difference and you think, "Oh, shame on me!" --- And we tell our participants that the fact that you go to the summit is a prize. The prize is going to the summit. If you get something at the summit it is just a bonus, and even like the national pride when we go, we are just going there as Zimbabweans. The ZANU-PF and the MDC councillors mix. The MDC councillors become friends with me, even though I am seen as the minister's person and yeah, it's amazing! (Ms Erica Jones, Director of Human Resources, Ministry of Local Government).

## 5.0 Conclusion

The financial support from Hivos to GL over the last decade was a worthwhile investment in a social movement for gender equality in southern Africa. Hivos is one of the few organisations that gave core support to GL right from its infancy. Gender Links has emerged as an organisation leading the women's movement in southern Africa through its coordination role of the SADC Gender Protocol Alliance. Gender Links has incorporated targets of the Protocol in its core media, governance and justice programmes. The annual local and regional SADC Gender Protocol summits are the best tool devised by GL to initiate and sustain the social movement of gender activists in the region. The summit provides space for taking stock, affirming good practice and strategizing as activists from grassroots, national and regional levels sharpen each other just as the age-old saying that iron sharpens iron.

In terms of organisational development, GL has grown tremendously in terms of staff, programmes, and budget encapsulated in the growth of all its seven strategic pillars: strategic positioning, governance, partnerships, programme of action, monitoring, evaluation and learning, financial management, diversification and sustainability. Despite the regular movement in the GL board composition, the governance structure of GL has held together the organisation and provided the much needed strategic direction to support growth and the reputation of GL in the region and internationally. This evaluation rates the governance pillar the strongest of all GL seven pillars (See Figure 3.2). Furthermore, Hivos' continuous support has to GL's O and C Service has contributed to profiling gender equality agenda in SADC region and internationally.

Notwithstanding the sustainability challenge in terms of self-sustenance, the Service has grown to cover all three language blocks of SADC and recruited writers, nearly 70% women. Although a lot remains to be done in region to achieve gender parity in all aspects of the lives of women and men in SADC, GL is on the right track in terms of

strategic positioning and contributing to the broader societal change. The key areas for improvement are addressed in the recommendations section below.

## 6.0 Recommendation

### 6.1 Opinion and Commentary Service

*Increase use of radio and television:* Gender Links should make the service multi-media, especially introducing radio and audio-visual components rather than focusing solely on print media. Currently the Service targets the audience with access to the internet and print media but the bulk of people in rural communities are more accessible via radio and in some cases television. Gender Links has already piloted recording “I” stories on audio and shared with broadcasters.

*Improve marketing strategy:* Gender Links should improve the marketing of the opinion pieces in order to increase the rate of usage per article. The following excerpt from the interview with one GL staff elaborates this point clearly, “We as GL need to put our articles out more and not just with the GL website. I think we could email a story a day to SABC or whoever is dealing with current affairs. Perhaps we could reach out more by emailing articles to newsroom. The big mistake is that we assume that people know what GL is and that people have access to the internet.” (Nomthandazo Mankazana, GL headquarters).

*Cost recovery:* Gender Links should develop revenue generation strategies to make the Service sustainable. GL implement the outcome of their survey of editors on developing income strategies for the service. The GL O and C Service should produce compelling articles that are news and issue-driven and styled in a way that attracts a broad audience. The GL editors for the Service should encourage and guide writers to come up with provocative pieces to demystify the myths that gender does not sell. Media houses are profit driven and want to make profits from sale of their newspapers.

*Monitoring qualitative impacts:* Gender Links should document the experiences of writers and change in perceptions of opinion editors in newsrooms to capture the qualitative impacts of the Service. The online tracking system introduced in January 2007 is a useful tool generates quantitative data on how the service is being used. This should be augmented with qualitative data measuring changes in individuals and institutions.

### 6.2 GL Organisational Development

*Supporting the SADC Protocol@Work summits:* Hivos should consider strategic partnerships with GL in supporting the local, national and regional summits which are critical in strengthening women’s movement in Southern Africa. Hivos could give one-off financial contributions to specific budget items of the summit such as producing news supplements and sponsoring delegates to the summit. Hivos could also sponsor delegates from their partner women’s organisations to the summit to create trickle effects of the learning from the summits.

Phasing out regional clusters and strengthening national clusters of the SGPA: Gender Links should lead the Alliance as the regional coordinator and secretariat to reconfigure and phase out the current regional clusters structure to strengthen the national theme clusters to strengthen work on implementation. Now that most governments have signed and ratified the Protocol the thrust of the Alliance work should shift to monitoring implementation in the count down to 2015 and strengthening in-country women's movement and the summit.

Strengthen Gender Links' Services for long-term sustainability: Gender Links should strengthen its profit making strategic business unit to increase their own income base to at least 40% of its total budget. Gender Links should merge its Gender Links Training Institute (GTI) and the Advisory Services into one unit to facilitate translation of the wealth of knowledge and intellectual property of GL garnered through various studies and researches into financial wealth. This can be achieved through designing training modules targeting governments in SADC based on assessment of the gaps in skills and competency in governments in gender mainstreaming. The training modules will eventually utilise and create business for the other components of GL Services like the GL Cottages, and GL Resources (photos, books, DVDs and videos). In fact all GL programmes must be implemented from a business mindset of meeting the needs in the region.

## Annexes

### Annex A: Terms of Reference

#### Synopsis

Gender Links is a Southern African NGO founded in March 2001 with headquarters in Johannesburg and offices in ten SADC countries. GL has received funding from Hivos from 2002 to 2012, and is currently on its final close out grant from Hivos. Hivos has funded GL's Opinion and Commentary Service, as well as provided core support, critical in GL's formative years. GL has grown tremendously during this period, fulfilling one of Hivos' objectives, to help grow women's NGOs and the women's movement to a stage where they are able to sustain themselves. GL and Hivos are in the process of devising a new modus operandi for a relationship based on joint ventures and partnerships going forward.

#### Objectives

The evaluation aims:

- IV. To evaluate the overall efficiency and effectiveness of the organisation and make recommendations which will add to the success and value of the organisation, especially in relation to strengthening the women's movement in Southern Africa.
- V. To reflect specifically on the programme work supported by Hivos, the growth and development of the Opinion and Commentary Service, its impact and ways in which this can be strengthened
- VI. To articulate lessons learnt and document the challenges

#### Requirements and references

The areas to be covered in the evaluation, main documents to be referred to and interviews to be covered are attached at **Annex A**.

**Organisational evaluation:** This should review key successes, challenges and lessons learned over the last decade with regard to GL's seven strategic pillars: strategic positioning, governance, partnerships, programme of action, monitoring, evaluation and learning, financial management, diversification and sustainability. Guiding questions can be found in the organisational score card at Annex B based on several previous organisational assessments. As part of the evaluation, the evaluator is requested to score the organisation using this score card, as part of a longitudinal approach adopted by GL for all evaluations. The review should identify ways in which Hivos' core support and partnership, for example the learning retreat in Tanzania on social movements and seminar on women's political participation, has assisted GL's organisational growth. In what ways has Hivos contributed to the emergence of GL and how has this in turn helped to strengthen the Women's Movement in Southern Africa? How can GL strengthen this role in the future and what strategic partners would be relevant?

**Programme review:** Hivos has been the main contributor to GL's flagship Opinion and Commentary Service – the glue to its programmes – providing "fresh views on every day news" and several special publications and bulletins over the ten year period. The programme should be reviewed using standard DAC criteria – relevance, economy, efficiency, impact, sustainability and replication, as set out in Annex A.

### **Methodology and proposed work plan**

The consultancy is envisaged to take place over 15 person days during August/September. The proposed work plan links the evaluation to key events and programme work, so that these are not only assessed on paper and through interviews with beneficiaries, but also through observations of the work underway. The deadline for submission of the final report is fixed.

### **Support available to the evaluators**

- GL has a part time knowledge manager who will provide briefing materials, analysis and support to the evaluator as required. The communications manager, who works most closely with the Hivos grant, will assist in setting up meetings and will be the main contact point. It is also envisaged that the evaluator will take the initiative to set up interviews.
- The GL procurement officer will make all travel and logistic arrangements. The Evaluator will be accommodated at the GL guest house when they are in Johannesburg.

### **Qualifications of the evaluator/s**

- A post-graduate degree or equivalent in monitoring and evaluation or social sciences.
- Qualifications and or experience in gender, media and governance.
- Proven experience in conducting organisational evaluations that operate regionally and working with strategic programmatic documents and log frames. Specific experience of conducting DFID and UNIFEM evaluations would be an advantage.
- Knowledge and experience of organisational systems and development, including financial systems preferably including managing an NGO in a challenging funding environment.
- Experience in managing and conducting big research projects; training and programme management.
- The ability to think and write critically and constructively.
- Excellent inter personal and written skills; ability to use IT to the maximum advantage in such an under taking.
- Fluency in English, knowledge of French and Portuguese would be an added advantage.
- A sound reputation for independence and fairness; compliance with ethical standards for evaluators.

## Annex B: Gender Links Organisational Score Card

NO.	KEY PERFORMANCE AREA	SCORE
	<b>STRATEGIC POSITIONING</b>	68
	<b><i>Vision, mission and core values</i></b>	
1	GL has a clear vision, mission and core values	
2	The vision, mission and core values are known & internalized by governance, management & staff and shared with new governance, management and staff	
3	The vision, mission and core values are regularly reviewed to ensure relevance	
	<b><i>Formulation of relevant strategies</i></b>	
4	GL understands and regularly reviews the political context within which it works	
5	GL has clear, comprehensive strategies	
6	The strategies have been developed in a participatory manner and are well known by the whole team	
7	The strategies are reviewed regularly	
	<b><i>Legitimacy for its work</i></b>	
8	GL has a strategy for communicating about itself (e.g. brochures, flyers, annual reports etc.)	
9	GL is a well known player within its field confirmed by its participation in public thematic discussion/debates, being used as a reference point, invitation to give talks/contribution in different forums etc.	
10	GL regularly disseminates information and/or shares learning and insights from its work with other interested parties through organized forums.	
	<b>GOVERNANCE</b>	90
	<b><i>Governance structures</i></b>	
11	GL has an independent governing body (board) besides the management team with a clear demarcation of roles and responsibilities	
12	The Board meets regularly, minutes are taken and maintained	
13	The Board plays its oversight role and policy direction in GL	
14	The board has equal gender representation	
15	The board is renewed regularly	
16	GL has a clear governing constitution that is reviewed and updated regularly	
	<b><i>Application of democratic rule</i></b>	
17	The routines and practices of GL are fair and transparent	
18	Decision-makers are held accountable for the decisions they make	
19	There are clear, formal lines/systems for decision making that involve as broad participation as practical	
20	GL does not exclude participation by people on account of their sex, ethnic or religious affiliation	
	<b>PROGRAMME OF ACTION</b>	58
	<b><i>Planning for implementation</i></b>	
21	GL has a strategic plan aligned to the vision and mission	
22	GL has annual plans drawn from the strategic plan	

<b>NO.</b>	<b>KEY PERFORMANCE AREA</b>	<b>SCORE</b>
23	Planning is done in an integrated and participatory manner and is understood by everyone involved in implementation	
24	The plan clearly defines the expected activities, indicators and results and is used for monitoring and evaluation	
25	Planning takes into account the gender perspective and PLWA	
26	Planning takes into account the PLWA	
27	There is flexibility for the planned activities to be adjusted in case of significant changes during the implementation period	
	<b><i>Working methods</i></b>	
28	GL's working methods are reflected in the policy and other steering documents	
29	GL allows its stakeholders to critically and openly examine the work methods; GL responds constructively to feedback from stakeholders	
30	Work methods are regularly reviewed in a participatory manner	
	<b><i>Reporting and documentation</i></b>	
31	GL documents what it considers important either for dissemination or for archiving	
32	GL reports to the donors on a timely basis according to their requirements	
	<b><i>Follow up</i></b>	
33	GL has systems, tools and routines for regular follow-up to compare quality and quantity of results against plans and ensures that follow up takes place	
	<b>PARTNERSHIPS AND TARGET GROUPS</b>	64
34	Findings from these follow-ups are usually discussed in relevant forums	
35	GL has well defined target groups	
36	GL is known by the defined target groups	
37	The relationship between GL and the target group is alive – characterised by free interaction and expression.	
38	Target group accepts/appreciates the work of GL as addressing their needs.	
39	GL has partnerships with national and external NGOs	
40	GL has a mechanism for involving the target group in its processes e.g. planning, monitoring and review	
41	Feedback from the target group is taken seriously by GL and is always acted upon	
42	GL conveys relevant information to the target group effectively and on a timely basis	
43	GL actively participates in relevant networks.	
44	GL has been involved in joint activities with other network member organizations	
45	Through the networks GL has been able to acquire new information, work methods, skills etc.	
46	Those who participate in networks always give feedback to the other relevant staff in GL	
47	GL has leadership/coordination role in some of the networks	
48	GL regularly reviews participation in networks to ascertain those that are beneficial and those that are not	

NO.	KEY PERFORMANCE AREA	SCORE
	<b>INSTITUTIONAL STRENGTHENING</b>	80
	<i>Physical resources</i>	
49	GL has comfortable and pleasant working space	
50	Staff have the equipment and resources they need to be able to work	
51	There is space for meetings and interactive events	
52	GL ensures that its physical assets are insured, safe and secure at all times	
	<i>Electronic resources</i>	
53	There is formal procedure manual of hardware, software and instructions on the use for organisational information systems	
54	Staff are trained and receive support in how to use IT effectively	
55	Technical problems are solved within short periods of time without disrupting work.	
	<i>Administrative and financial routines</i>	
56	GL has an administrative and operational policy that is in use.	
57	There are established systems and routines in all areas of GL work; these are clear and transparent.	
58	Administrative decisions are made in an effective manner (consistently and promptly)	
	<i>Human resources</i>	
	<i>Selection and recruitment</i>	
59	GL has a recruitment policy that is applied in all cases	
60	All positions in GL have clear and operationalised job descriptions	
61	All people working in GL have relevant qualifications, skills and experience	
62	GL has engaged enough people commensurate to the planned activities.	
	<i>Capacity building</i>	
63	GL has a staff development policy; encourages learning and supports capacity building; regularly updates the knowledge of staff through relevant refresher - courses/workshops	
	<i>Roles and responsibilities</i>	
64	GL has a documented structure that is known to staff members; Duties and responsibilities area allocated according to the structure	
65	Every member of staff has a clear job description stating the responsibilities and the reporting lines	
66	The structure is regularly reviewed, especially when strategies change and the structure effectively facilitates coordination of activities	
	<i>Performance, discipline and reward</i>	
67	There a system of appraising staff performance periodically in order to identify capacity gaps and also assess rewards and incentives?	
68	Cases of poor performance are addressed effectively	
	<i>Work environment and communication</i>	
69	Staff have regular staff meeting where they are able to freely express their feelings and opinions	
70	The relationship between the management and staff is cordial	

<b>NO.</b>	<b>KEY PERFORMANCE AREA</b>	<b>SCORE</b>
71	GL have a clear and effective mechanism for handling staff grievances as well as cases of indiscipline.	
72	Management does not discriminate against staff on account of their sex, ethnic or religious affiliation	
73	GL has HIV and gender workplace policies that are well known and implemented	
74	GL has a wellness programme that is budgeted and assists staff to cope with balancing work and other needs.	
	<b>SUSTAINABILITY</b>	65
	<b><i>Financial policies and procedures</i></b>	
75	GL has a written financial policy that is in use	
76	GL has committed and qualified finance manager/accountant to carry out all finance related activities of the organisation	
77	The Executive Director has a basic understanding of financial accounting	
78	GL has a written purchasing and procurement policy that is in use	
79	GL has a comprehensive fixed assets policy	
80	GL has the ability and capacity to develop good proposals for donor funding	
81	The accounting system provides for accumulating and recording expenditures by grant and cost category shown in the approved budget	
82	All vouchers are filed with all original supporting documents chronologically	
83	Monthly management reports are generated and reviewed	
84	Rejected transactions are promptly analysed and corrected by a supervisor	
85	Back up copies are maintained and stored in a secure, fire resistant area?	
86	GL has no difficulty with financial reports to donors – accuracy and timeliness	
87	There budgeting procedures in place and budgets are taken seriously	
88	Accounts are audited annually and comments by auditors taken seriously to improve financial management	
89	GL ensures value for money from service providers	
90	Travel is managed carefully to ensure best value for money and lack of wastage due to cancellation, change of plans etc.	
91	All staff, especially managers, are trained in financial systems and held accountable for any transactions they are involved in or budgets that they manage.	
	<b><i>Long term financial planning and resource mobilization</i></b>	
92	GL's resource mobilization strategy embeds sustainability needs	
93	GL has diversified sources of funding	
94	GL has/is building an asset base	
	<b>MONITORING AND EVALUATION</b>	50
95	GL has internal project monitoring, evaluation and management systems and indications on how they contribute to good, accountable performance by GL .	
96	GL has mechanisms to monitor & support operationalization of amended and/or new policies	
97	Organisational reporting is based on results rather than just on activities	

NO.	KEY PERFORMANCE AREA	SCORE
98	GL has a mechanism of incorporating new learning and experiences from these follow-ups into future plans; these are reviewed regularly to ensure relevance and effectiveness	
99	GL uses both quantitative and qualitative methods to document results	
100	GL packages and communicates the results of its work effectively and to a variety of relevant stakeholders	

*Adapted from institutional reviews made in the course of applying for the DFID Governance and Transparency and MDG 3 Fund; UNIFEM VAW Trust Fund; as well as an evaluation by Diakonia*

## Annex C: GL – Hivos Work Plan/Intended Results March 2011 - February 2012

OBJECTIVE	ACTIVITIES	TIME FRAME	OUTPUTS	OUTCOMES	BASELINE	M and E and MOV
<b>PROGRAMMES</b>						
<b>14. VRC</b>						
To develop and maintain the VRC and make it a useful tool for trainers.	20 new English case studies each month advertised through the website; 5 in French	Over the year	10 case studies per month; 5 each from satellite offices.	Extent to which VRC is used by media trainers	Website, VRC case studies, training	Questionnaire as part of gender in media education survey.
<b>15. GL Opinion and Commentary Service</b>						
To support women and men experts and novice journalists in writing and publishing opinion pieces in the mainstream media	<ol style="list-style-type: none"> <li>1. Training workshops;</li> <li>2. Continuous updating of writer data base.</li> <li>3. Editing and feedback</li> <li>4. Placing of opinion pieces.</li> </ol>	Over the year	At least ten articles a month; 25 per year on Protocol average usage x 3 (up from 1.5); at least two new writers per month.	Extent to which articles are used Feedback on articles and case studies on how these generate debate Feedback from writers	Approximately 120 articles produced each year	Continuous Records of usage; reflections by writers; case studies of debates generated.
Write opinions and commentaries- French	<ol style="list-style-type: none"> <li>1. Training workshops;</li> <li>2. Continuous updating of writer data base.</li> <li>3. Editing and feedback</li> <li>4. Placing of opinion pieces</li> </ol>	Over the year	At least five articles a month; 25 per year on Protocol average usage x 3 (up from 1.5); at least two new writers per month	Extent to which there is public debate on the Protocol.	Service starting at the beginning of this year.	Continuous Records of usage; reflections by writers; case studies of debates generated

<b>OBJECTIVE</b>	<b>ACTIVITIES</b>	<b>TIME FRAME</b>	<b>OUTPUTS</b>	<b>OUTCOMES</b>	<b>BASELINE</b>	<b>M and E and MOV</b>
Launch Lusophone Commentary Service	Launch Service in Portuguese with office in Maputo, run commentary workshops	Over the year	Editorial plans, Initial article series on reproductive health and abortion rights.	Growth of commentary service.  New Portuguese speaking audience, the work of GL is leveraged through new media service	Francophone and English Service.	Feedback from stories, feedback, tracking of usage.
	Liaise with potential partners in Angola and Mozambique.	January-March	New writers and editors (Mozambique and Angola).			
	Hire part-time Portuguese editor in Maputo	March	Will anchor Lusophone Service from Maputo			
Targeted marketing, training and long-term strategic planning for English, Francophone and Lusophone Service	<ol style="list-style-type: none"> <li>1. Marketing plan</li> <li>2. Budget and fundraising</li> <li>3. Publicising Lusophone Service</li> <li>4. Liaising with other departments, including Media Literacy and training</li> </ol>	Over the year	Six-month commentary service plan that incorporates training initiatives, marketing and promotion and fundraising.	Sustainability and growth of GL Commentary service	Previous marketing and budgeting	Stories written after trainings, workshop reports, media usage and budget reports
	Country visits and opinion and commentary training workshops and capacity-building	Over the year	New outlets, new writers	Increased outreach	Previous articles	Monthly reports

<b>OBJECTIVE</b>	<b>ACTIVITIES</b>	<b>TIME FRAME</b>	<b>OUTPUTS</b>	<b>OUTCOMES</b>	<b>BASELINE</b>	<b>M and E and MOV</b>
	Workshops for editors and writers at South African campus newspapers	May – December	New writers trained, new outlets for articles	Increased outreach	Work with media houses	Monthly reports, clippings
<b>INSTITUTIONAL</b>						
To effectively manage the Human Resources functions	Staff placements, orientation, performance management and general HR administration	Over the year	Job adverts, interviews, orientation, performance agreements and hr systems are maintained	Increased HR capacity contributes towards program delivery	2010 GL Work plan	Staff profile
To implement the staff capacity building plan to ensure that staff's capacity match the job requirements	Facilitate the GIBS HR course for managers, continue with the Gender course for new staff, continue with the writing and editing course for programme managers and resume the French classes for interested staff members	Over the year	Course modules, classes, staff graduating	Capacity building increases the knowledge and builds confidence for staff to effectively deliver in their work	2010 GL Work plan	Feed back from staff, increased capacity and motivation

<b>OBJECTIVE</b>	<b>ACTIVITIES</b>	<b>TIME FRAME</b>	<b>OUTPUTS</b>	<b>OUTCOMES</b>	<b>BASELINE</b>	<b>M and E and MOV</b>
To promote the individual and organizational wellness by implementing programmes that encourage individuals to attain the body, mind and spirit balance	Conducting weekly aerobics sessions at the GL premises, monthly wellness walks, staff choir, team building exercises, provision of fruits and water, sessions with experts on wellness topics like meditation and correct thinking (how to manage the balance between work and life) and community service activities	Over the year	Weekly Aerobics sessions and choir practice, monthly wellness walks, wellness sessions with experts, team building exercises and community outreach programmes	Staff tends to execute their work better when the balance between body, mind and spirit is attained and manages stress better. Team building activities presents an opportunity for staff to build relations as they get to know each other better and this improves team spirit and effectively builds a winning team	GL 2010 Work plan	Staff feedback, staff motivation
To effectively manage the GL operational functions	Maintaining the institutional systems to ensure that all aspects of GL admin are well taken care of like management of the premises, competitive procurement and all travel logistics	Over the year	Clean and secure premises, institutional reports, facilities and consultants databases, quote comparisons and tender documents, authorized travel forms	Effective operational systems ensure that GL procures goods and services at competitive prices that yield value for money. Maintenance of premises and all assets in a good condition increases the GL's assets value	GL 2010 Work plan	Clean, secure premises, asset register, facilities and consultants database, quote comparisons and bidding documents

<b>OBJECTIVE</b>	<b>ACTIVITIES</b>	<b>TIME FRAME</b>	<b>OUTPUTS</b>	<b>OUTCOMES</b>	<b>BASELINE</b>	<b>M and E and MOV</b>
To ensure that GL's financial systems remain sound, relevant, efficient and sustainable.	Formulating the annual financial plan, ensure that internal control systems are adhered to, maintenance of the general ledger, monitoring and tracking expenditure and producing monthly management reports for discussion with programme managers	Over the year	Management reports, management meetings	Proper accounting systems ensure that the financial resources are safe and secure. programme managers are able to review their strategies and activities in line with the financial resources available.	GL 2010 Work plan	Management reports
To ensure that an annual audit is conducted and that an unqualified audited report is achieved	Preparation of all documents and reports for auditors and liaising with the external auditors during the audit	March 2011	Financial statements and the Auditors report	An external audit scrutinizes GL's financial and operational systems and recommendations for areas of improvement.	GL 2010 Work plan	Financial statements and the Auditors report
To ensure that all donor requirements, reports and deadlines are complied with	Preparation of a donor contracts register and a reporting schedule. Preparation of donor reports and conducting specific donor audits where required	Over the year	Donor contracts register, donor reporting schedule, donor reports and audited reports for specific donors	Compliance with donors improves GL's profile and increases the chances of continued funding	GL 2010 Work plan	Donor satisfaction

## Annex D: List of persons interviewed

SN	NAME	SEX	ORGANISATION	DESIGNATION	PHONE	E MAIL
1.	Bayano Valy	M	Gender Links	GL Portuguese editor	27 79190 3680	<a href="mailto:lusophone@genderlinks.org.za">lusophone@genderlinks.org.za</a>
2.	Bongiwe Zwane	F	Freelance	Writer, Swaziland	00268 76022938	<a href="mailto:BongiweZ@psi.sz">BongiweZ@psi.sz</a>
3.	Danny Glenwright	M	Xtra newspaper, Canada	Former GL English Editor, Managing editor		<a href="mailto:dglenwright@gmail.com">dglenwright@gmail.com</a>
4.	Fanja Saholiarisoa	F	Freelance	Writer, Madagascar	261 33 1839170	<a href="mailto:sfanjaniaina@yahoo.fr">sfanjaniaina@yahoo.fr</a>
5.	Godsway, J. Shumba	M	Freelance	Reporter, Zimbabwe	0773 713 858	<a href="mailto:godsway@gmail.com">godsway@gmail.com</a>
6.	Katherine Robinson	F	Gender Links	GL English Editor	27 11 622 2877	<a href="mailto:communications@genderlinks.org.za">communications@genderlinks.org.za</a>
7.	Kizito Sikuka	M	Freelance	Writer, Zimbabwe	0734 468 125	<a href="mailto:Kizito.sikuka@gmail.com">Kizito.sikuka@gmail.com</a>
8.	Marie Annick Savripene	F	Gender Links	GL French Service Editor	00230 7385940	<a href="mailto:francophone@genderlinks.org.za">francophone@genderlinks.org.za</a>
9.	Moreblessings Muzangunye	F	The Zimbabwean	Marketing, Zimbabwe	0772 837 354	<a href="mailto:mobymaz@yahoo.com">mobymaz@yahoo.com</a>
10.	Nomthandazo Mankazana	F	Gender Links	Writer, South Africa		
11.	Rebecca Mahlunge	F	Hivos Regional Office	Regional Programme Officer, Gender, SRHR HIV/AIDS	002634 706125	<a href="mailto:Rebecca@hivos.co.zw">Rebecca@hivos.co.zw</a>
12.	Sophia Mapuranga	F	The Zimbabwean	Reporter, Zimbabwe	0775 444 700	<a href="mailto:sofmapuranga@gmail.com">sofmapuranga@gmail.com</a>
13.	Tony Weaver	M	Cape Times	Cape times Editor	021 4884776	<a href="mailto:tony.weaver@inl.co.za">tony.weaver@inl.co.za</a>
14.	William Guru	M	Catholic Church	Writer, Zimbabwe	0772 774 711	<a href="mailto:wguru@zol.co.zw">wguru@zol.co.zw</a>
15.	Colleen Lowe Morna	F	Gender Links	CEO	27 11 622 2877	<a href="mailto:ceo@genderlinks.org.za">ceo@genderlinks.org.za</a>

### Statistics by Gender

<b>Male</b>	6	40%
<b>Female</b>	9	60%
<b>Total</b>	<b>15</b>	<b>100%</b>

## Annex E: List of Documents Consulted