Empowering Women - Ending Violence

in Southern Africa

The GL Funding for Leadership and Opportunities for Women (FLOW) Programme 2012 - 2015



Edited by Colleen Lowe Morna and Anne Hilton

GENDER LINKS
FOR EQUALITY AND JUSTICE

Gender Links (GL) is committed to an inclusive, equal and just society in the public and private space in accordance with the SADC Protocol on Gender and Development. GL achieves its vision through a people-centred approach guided by the SADC Protocol on Gender and Development that is aligned to the Sustainable Development Goals, Beijing Plus Twenty and Africa Agenda 2063. Working with partners at local, national, regional and international level, GL:

- Promotes gender equality in and through the media, and in all areas of governance.
- Develops policies and action plans to ensure that gender equality is achieved, especially at the local level.
- Builds the capacity of women, men and all citizens to engage critically in democratic processes that advance equality and justice.

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Photo by Zotonantenaina Razanandrateta
Back cover photo: Entrepreneur Nonhlanhla Mpanza (left) interviewed by GL intern, Zethu Shongwe, during the flow assessment project in Nhlangano, Swaziland
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The views expressed herein are reflective of feedback from the field and stakeholder consultations therefore in no way reflect the official opinion of sponsors.

Ministry of Foreign Affairs of the Netherlands

EMPOWER WOMEN
END VIOLENCE



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Acronyms

AfDB	African Development Bank
ALAN	Association of Local Authorities (Namibia)
NALAO	Namibia Association of Local
BALA	Botswana Association of local authorities
BOCONGO	Botswana Council of Non-Governmental Organisations
CBO	Community Based Organisation
CEDA	Citizen Entrepreneur Development Agency (Botswana)
CEEC	Citizens Economic Empowerment Commission
CEO	Chief Executive Officer
COE	Centres of Excellence in Local Government
FLOW	Funding Leadership Opportunities for Women
FNB	First National Bank
FPTP	First Past the Post electoral system
GBV	Gender Based Violence
GC	Gender champion
GDP	Gross domestic product
GEI	Gender Empowerment Index
GGI	Global Gender Gap Index
GFP	Gender focal person
GL	Gender Links
IT	Information technology
LEA	Local Enterprise Authority (Botswana)
LGAZ	Local Government Association of Zambia
MDGs	Millennium Development Goals
MGECW	Ministry of Gender Equality and Child Welfare (Namibia)
MLGPWNH	Ministry of Local Government, Public Works & National Housing (Zimbabwe)
MRDPPNCH	Ministry of Rural Development, Promotion and Preservation of National Culture and Heritage (Zimbabwe)
MWAGCD	Ministry of Women Affairs, Gender & Community Development (Zimbabwe)
NALAO	Namibia Association of Local Authority Officers
NAP	National Action Plan to end violence against women and children
NALAO	Namibia Association of Local Authority Officers
NEF	National Empowerment Foundation (Mauritius)
NGO	Non-Governmental Organisation
NWEC	National Women's Entrepreneur Council (Mauritius)
SADC	Southern African Development Community
SAWID	South African Women in Development
SDGs	Sustainable Development Goals
SME	Small and medium enterprise
SMME	Small, medium and micro enterprise
TEVETA	Technical Education, Vocational and Entrepreneurship Training Authority
TOC	Theory of Change
TOT	Training of trainers
UN	United nations
VAW	Violence against women
WCoZ	Women's Coalition of Zimbabwe
ZaFWIB	Zambia Federation of Associations of Women in Business
ZimAsset	Zimbabwe Agenda for Sustainable Socio-Economic Transformation

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Kelebogile Tshuba from Lobatse Botswana makes and sells jewellery.
Photo by Gender Links



Tsepiso Mpofu selling vegetables and her handmade hats in Botha-Bothe,Lesotho.
Photo by Ntolo Lekau

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Chicken breeding - Entrepreneurship project in Manjakandriana, Madagascar.
Photo by Zoto Razanandrateta

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Group photo of the Tses participants during the Flow Review Project in Namibia.
Photo by Veronika Haimbili

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Thabsile Mavimbela with Zeth Shongwe - Entreprenuership project assessment in Manzini, Swaziland. *Photo by Thandokuhle Dlamini*

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Women in brick moulding - Rusape field visit in Zimbabwe.
Photo by Tapiwa Zvaraya

GL's former Deputy CEO Kubi Rama oversaw key aspects of the programme from 2012-2014. GL's governance manager Mariatu Fonnah, who is responsible for oversight of the Centres of Excellence for Gender in Local Government, has been closely involved in the programme and its review.

Anne Hilton managed the programme and co-edited the report with GL CEO Colleen Lowe Morna, who has overseen the programme from inception. She played a leading role in conceptualising and guiding the review with technical support from GL Monitoring and Evaluation Advisor Monica Bandeira. Lucia Makamure proof read the report.

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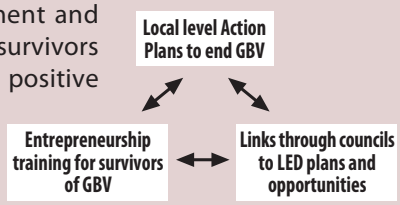
1. EXECUTIVE SUMMARY



Susan Swart took the microphone with confidence at the SADC Gender Protocol@ Work Summit in 2014 and declared: "I overcame, so can you!" Her emotional anguish of living with an abusive husband finally surfaced after her husband decided she was not good enough anymore and left her and her two kids to fend for themselves. She thought long and hard about the business ventures she could pursue. She registered a catering business and started with a donated chip-making machine. In 2013, Swart attended the Gender Links (GL) entrepreneurship training programme for survivors of gender violence and said that since then she has never looked back. As she put it: "GL taught me how to fly. I was encouraged to encourage others and was empowered to empower myself. I want to tell everyone that they can overcome, just like I have. My business is still growing and I know it will keep growing. GL has provided me with the platform and the freedom to be the best that I can." Within minutes the whole marquee, with over 400 regional delegates, rose to its feet, applauding the will and drive of this woman.

Swart is one of the 1500 women who participated in the Gender Links (GL) life skills and entrepreneurship development project for women who have experienced gender based violence (GBV) from 2013 to 2015. The stories of achieving greater personal agency, feeling worthy and independent have been expressed by many of the women who participated in the programme. Their stories form a tapestry of despair turned to hope. Their strength and determination shines brightly in this report of the outcomes of this pilot project.

The Gender Links project to empower women personally and economically has been an inspiring exercise in the exploration of the link between economic empowerment and the ability of women survivors to make different and positive choices about their relationships and their lives. What has made the programme unique is the linking of the undertaking with GL's work with Centres of Excellence for gender in local government (COE) programme started in 2006. By joining the programme these councils had made a commitment to improve gender mainstreaming in their councils and to draw up gender and GBV action plans to address inequality.



The project targeted 15 to 20 survivors in ten councils in ten SADC countries, or a target of 1500 women in total. In the pilot phase, completed in the first half of 2015, 1350 women completed the three stages. This report is part of the follow up monitoring and evaluation carried out during the pilot project with a range of qualitative and quantitative tools; including personal accounts of GBV ("I" stories) and a Gender Empowerment Index (GEI) survey developed for the programme.

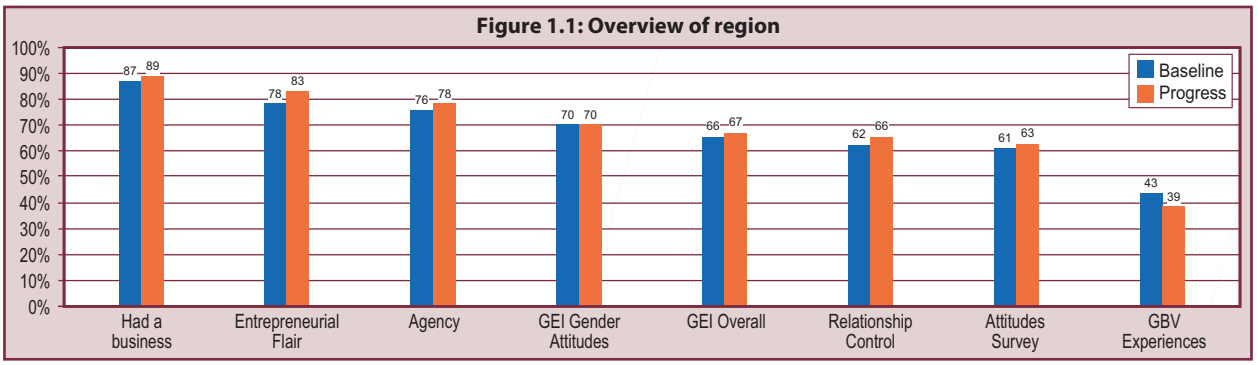
GL Theory of change

The programme is based on GL's Theory of Change which explores power and change at the individual, close relationship, community and societal levels in a holistic continuum of inter locking relationships; in the home, the family, community, society; and in this case local government. Local authorities are potential agents for change in the public sphere being the arm of the state closest to the people. As the sphere of governance easiest to access, local government can be a potentially powerful agent for change at community level.

Key indicators											
Indicator	Botswana	Lesotho	Madagascar	Mauritius	Mozambique	Namibia	South Africa	Swaziland	Zambia	Zimbabwe	Regional total or average
Survivor participation (in Phase 3)	109	130	154	105	220	128	81	140	133	150	1,350
Completed a business plan	100%	99%	96%	81%	80%	95%	79%	81%	98%	98%	91%
Followed a business plan	56%	92%	90%	64%	72%	89%	54%	72%	87%	96%	79%
Average monthly income before the project (Rands)	94	237	495	75	11	105	-124	206	763	614	270
Average monthly income after the project (Rands)	502	593	951	434	13	611	532	350	1,983	1,731	796
Increase in average monthly income after training (Rands)	408	356	456	359	2	506	656	144	1,220	1,117	526
Overall increase in income over one year as a result of the project (Rands)	475,680	533,412	1,597,008	374,808	30,399	974,640	542,892	327,960	2,878,644	3,054,120	10,789,563
Personal agency at the start	74%	72%	81%	83%	76%	69%	74%	71%	76%	77%	76%
Personal agency after the project	79%	76%	84%	83%	73%	73%	77%	74%	77%	80%	78%
Increase or decrease in personal agency	5%	4%	3%	0	-3%	4%	3%	3%	1%	3%	2%
Relationship control at the start	70%	49%	65%	65%	69%	65%	65%	63%	50%	52%	62%
Relationship control after the project	82%	60%	70%	68%	73%	64%	65%	68%	60%	54%	66%
Increase or decrease in relationship control	12%	11%	5%	3%	4%	-1%	0	5%	10%	2%	4%
GBV less or much less	96%	93%	94%	92%	66%	81%	74%	86%	97%	91%	85%
Gender Progress Scores in community (baseline in brackets)	62% (61%)	73% (66%)	65% (65%)	57% (56%)	67% (56%)	60% (59%)	62% (65%)	64% (57%)	59% (61%)	61% (59%)	63% (61%)
Gender Progress Score of participants	75%	66%	73%	82%	64%	65%	72%	70%	71%	70%	70%
Contribution in kind from councils (Rands)	718,728	391,000	338,921	1,711,729	32	164,342	10,000	540,900	1,083,722	975,907	5,935,281
Rating of council support	44%	38%	70%	50%	70%	50%	38%	56%	52%	76%	54%
Overall rating of the project	92%	84%	87%	92%	95%	82%	84%	84%	89%	90%	89%

Source: Gender Links.





Source: Gender Links.

Figure 1.1 shows the overall results for each of the components of the GEI survey undertaken at baseline in 2013 and follow up in September 2015.

Gradual but positive change: Overall, the GEI rose from 66% to 67%. Personal agency and attitudes towards gender equality rose by two percentage points and relationship control by four percentage points. Women's experiences of GBV decreased from 43% to 39%. At an aggregate level the results are gradual, but the positive trend over the relatively short period of the programme (less than two years) is an encouraging sign that change is possible. Furthermore, results by country, council and individual experience paint a picture of hope, expressed in testimonial evidence such as the quote below:

> "Gender Links has helped me be the person I am today. From reviewing other women's "I" Stories I was able to heal and also my current partner is loving and caring and treating me like a woman should be treated. I was abused by the father of my children but I was able to leave him and it gave me the dignity to be able to make my own decisions and also develop as a person. My household is now at peace there is no secrecy and miseries like before and I live a free and transparent life."
>
> *Beauty Faith Fanile from Jwaneng in Botswana*

Building confidence, relationship control and reducing GBV: The qualitative and quantitative research provides rich insight into the potential for poor and vulnerable women experiencing GBV to enhance their personal agency through the combination of a life skills and entrepreneurship development. The qualitative research shows high levels of confidence building, relationship control and the reduction of GBV in households. Many of the participants tell stories of understanding their rights, rejecting abuse and the positive changes brought about in relationships due to their ability to "put food on the table". Additional income reduces tensions around money and finances in the home.

Understanding what GBV is and that other people share such experiences has been critical in enhancing personal agency: Participants scored the project at 94% for helping build their confidence, 93% for giving them choices to reduce violence and 91% for connecting them to other women with similar life experiences. Many had been hiding, embarrassed and not fully understanding the abuse or recognising it as abuse. The writing of personal accounts of GBV ("I" stories), meeting other survivors, hearing other stories and the life skills training led to the reduction of GBV in this target group. 85% indicated that they were experiencing less or much less abuse during the follow up research, with only 7% reporting "much more abuse."

A combination of life and business management tools has increased women's agency and self-respect: Women attributed the growth in their self-esteem to understanding abuse and new skills related

to running a business. This had the effect of earning them respect and status in their homes, families and communities. Women also indicated that their ability to run a business, support themselves and support other women changed the way that people related to them in their community. Women often talked about being respected more since they had become more independent.

A dramatic improvement in business knowledge and skills: Many of the participants spoke of improvements in their existing businesses as a result of the skills and knowledge acquired through the project. Women felt empowered by the information and applied business management principles such as cash flow management, opening bank accounts and saving surplus funds in their business practices. A number found new markets (54%), added new products (59%) and 67% grew their business. 48% indicated that they had started a new business. The opening of bank accounts (41%) is a significant change in the lives of these women.



Participants during the computer training lessons in Mankayane, Swaziland.
Photo by Gender Links

Women embraced the use of technology and grew in the process: The training included use of computers and basic software applications. Before the training, 18% of the women used computers. This rose by 50 percentage points to 68%. 48% of the women indicated having an email address after the training (a rise from 13% before). A key source of information in the technological world is the Internet; use of the web for information searches rose from 13% to 32%. However, women cited the costs of buying and/or using computers as a barrier to progress. Most of the women had cellphones. They enhanced use of mobile technology in their businesses. 70% indicated the use of SMS's for marketing and communication; 40% for banking purposes. Going forward there is an obvious opportunity to utilise mobile technology more fully as a tool for communication both in the project and in the business activities of the emerging entrepreneurs, as illustrated in the quote that follows:

> "I had never even used a computer before in my whole life. When GL helped us with IT training I was nervous at first, but then I became fine after a while and grew confident. I am still far from perfect, but now I have a Facebook profile, I also have an email address. My kids were so shocked when they got a friend request from me, it was so nice. My kids told me how proud they are of me because I feel okay using a laptop. It was so good to hear them tell me that they are proud of me, as their mother."
> *Elizabeth Olyn from Matzikama in the Western Cape*

Women showed a high level of application of business knowledge and principles: Women learnt tools that stimulated their interest in enterprise development and helped them to run their businesses more effectively. In interviews the women made reference to application of knowledge such as budgeting, pricing and managing income, saving and opening of bank accounts:

> "I have learned that one has to budget first before spending money. My spending money behaviour has improved and I avoid buying things that are unnecessary. I am currently selling my goods on a cash basis or my customers must at least give me a deposit before I release goods. Before these workshops I was selling sweets and cigarettes but currently I am selling beauty products, ladies handbags and also loan people money. We were taught to save proceeds from the business and to refrain from using all the money we have made."
> *Eva Ngobeni from Phalaborwa in South Africa*

The financial wellbeing of many of the women has improved: Regionally the participant's average

monthly income rose from R270 to R796. All countries registered an increase in the participant's monthly income. Zambia (from R763 to R1783), Zimbabwe (R614 to R1731) and Madagascar (R495 to R951) registered the highest increases. Mozambique (R13) registered the lowest increase in monthly income. Overall, annual net income came to R10, 789, 564: a 66% increase. A number of the women cited economic abuse as a form of control in their relationships. The programme helped them to overcome this.

Women's gender awareness is higher than that of their communities: GL measured progress in gender awareness of both the participants and the community in which they lived using the Gender Progress Score (GPS). Regionally the women scored 70%, seven percentage points higher than the average score for communities (63%). In Mauritius women scored 25 percentage points higher than their communities, and in Botswana 14 percentage points higher than the community scores. This is a significant change in gender attitudes for the women on this project. The fact that participants have a more progressive view than their community is a measure of empowerment. Many made the observation that they are now in a better position to assert their rights through negotiations and creating awareness with partners. The lower scores of women in some countries (Mozambique 64%, three percentage points lower that the community) and Lesotho (at 66%, seven percentage points lower than the community score) shows however that a programme of this nature needs to be sustained. For women to fully reclaim their lives, they have to understand and be able to engage with the gender dynamics in their communities.

Community attitudes are slowly changing: GL administered the GPS to a sample of 400 community members (200 women and 200 men) at the beginning and end of the project. Overall, the GPS in the communities where the project took place rose by a modest one percentage point, from 61% to 62%. The GPS rose in all countries except South Africa, where the score dropped from 65% to 63%. However, the GPS rose appreciably in three countries: Lesotho, from 66% to 73%; Mozambique, 56% to 67% and Swaziland (57% to 64%). These results show the importance of chipping away at patriarchal attitudes in the community as part of a holistic and sustainable approach to ending GBV. They also show that such change is not an overnight miracle. It requires consistent and persistent reinforcing.



GL Country Officer Raul Manhisse in Mozambique with project participants in Chokwe. *Photo by Gender Links*

Linking the programme to Gender in Local Government Centres of Excellence shows promise, but this needs to be strengthened: Commitment by councils to the project is reflected in the fact that overall they provided nearly R6 million in in-kind support for the project. The report documents a variety of ways in which the councils lent a hand. This ranged from selection of participants; the time rendered by gender focal points for backstopping; access to finance; mentorship; infrastructure and marketing. Facilitators, country managers and project assessors rated council support for the project one a scale of one to five, using twenty key indicators. Councils in Zimbabwe received the highest score (76%) and in Lesotho and South Africa the lowest (38%). The overall average score for council support for the project is 54%. These aggregate scores mask important differences between councils, including in countries that scored low overall. For example in South Africa, Mossel Bay Council showed exemplary ownership and support of the project. The main lesson learned is the need to be more selective in future of which councils to base the project in, to ensure maximum support. GL will also use the twenty point criteria used in assessment later to form the basis of an MOU with councils at the start of the project. GL will also conduct a Training of Trainers for Gender Focal Persons so that they can provide more effective backstopping, and replicate the project.

Empowering women, ending violence, community by community: The project aimed to contribute to the SADC Gender Protocol target of halving gender violence by 2015. Now that the SADC Gender Protocol is being aligned to the Post-2015 agenda, it is expected that this target will be updated to ending GBV by 2030. The results of the pilot project show that with some honing of the project design, particularly selection of councils and participants, this model can and should be up-scaled in the future. GL firmly believes that there are no short cuts to working community by community, to assist women in reclaiming their rightful space as citizens and agents of their own destiny.

Strengths

Internal: Gender Links has piloted a unique model for ending GBV through the economic empowerment of survivors of GBV with life skills and entrepreneurship training. GL was able to enhance councils understanding of GBV and economic empowerment, supported by local government GBV action planning. The programme has been piloted, tested and assessed with M&E tools developed in-house based on best practise. Baseline and follow up research measured change in the personal and economic agency of GBV survivors and the capacity of councils to undertake such a project. The women participated voluntary through an introduction by local government agencies involved in the support of abused women which provided for an integrated relationship between these services and GL.



Claudia Rakotonirina (right) interviewing a participant at an Entrepreneurship workshop in Manjakandriana, Madagascar. *Photo by Zoto Razanandrateta*

External: Survivors of GBV came forward to share their stories, build their confidence and participate in the programme. This translated into better relationship control and a decrease in experiences of GBV for many. Gender and GBV action plans have been revised to include economic empowerment at council level. In kind support and free venues from councils for training and managing the programme resulted in cost savings and value for money. Survivors in some councils have set up committees to support other women and this can be integrated into the programme going forward. Women will also be assisted to set up local business associations for peer learning, networking and motivation. In the longer term these can be integrated to form provincial and national structures and enhance the organisation of women in business in their country.

Challenges

Internal: Entrepreneurships was a new area of activity for GL. The literature provided little to guide the development of the model, as substantial research on economic empowerment and the reduction of GBV has not been widely done. Staff had had to acquire new knowledge and skills to run the project. Councils in far flung places presented logistical challenges in terms of staff time, costs and arrangements. Councils assistance was not always sufficient or consistent. Funding for the project ended at the end of 2015. GL is still working hard to fund raise for the next phase.

External: Consistency of participation posed challenges in some councils. This will be addressed by a more focused approach to client selection. Some participants were walk in's and not survivors. They had been referred to the workshops by word of mouth. Inadequate post training support from some councils proved disappointing. Going forward the selection of councils should be more purposeful in terms of their ability, resources and willingness to take on the programme and make it viable in the long term.

Lessons learnt

Social change is not linear; it requires sustained interventions: For example, in two out of the ten countries - Zimbabwe and South Africa - women's experiences of GBV increased by three percentage points. In Namibia the figure remained the same at 41%. Although the levels of violence reduced for women in the other seven countries, findings such as this are a stark reminder that interventions of this kind have to be sustained in order to make an impact.

Materials: Given the wide range of languages in the region, GL only translated manuals into French and Portuguese, not indigenous languages. Levels of literacy and numeracy varied considerably. Going forward there is need to review the materials both for content and language.

Commitment: At a policy level, COE councils were selected on the basis of a stated willingness to take on the project. GL did not vet sufficiently for availability and real commitment and resources. This led to varied success of support from councils. Councils were often far apart making logistics challenging in a number of ways including time efficiencies for staff. There were also higher levels of dropouts than initially planned for. These issues could be addressed through a more robust council and participant vetting and selection processes.

Capacity: Lastly the programme needs more dedicated staff to implement and follow up on the progress and commitment of councils, the women and the external resources which may be available to offer support in the form of mentoring and opportunities. Such a framework will enhance the relationships and operational capacity to effect positive change in the lives of the women. This also means that GL needs to diversify the potential funding base and work much more closely with the private sector in each country.

Opportunities

The model can be revised to maximise the impact using the lessons learnt. The funding base can be diversified to include the private sector. The selection of the best performing councils for backstopping will provide more insight into the best programme design and give better value for money. There is an opportunity to select the best business ideas for mentorship for a restricted number of women with the backstopped councils to refine a plan to integrate mentorship into the overall programme.



Nolien Marks from Mossel Bay Municipality showing off her tree felling equipment. *Photo by Gender Links*

The project is adding to the body of knowledge on the relationship between economic independence and GBV and based on an analysis of the pilot; can provide a workable model for reducing GBV. The manuals can be revised and accredited by country training authorities when the model is fine-tuned as an income stream for GL. The model can be extended to more councils once the backstopping of the pilot phase is completed in 2016. There is an opportunity to strengthen good councils and link them with weaker councils. Selection criteria for councils will be modified to formally identify the resources and willingness of the council to take on the project; to improve the support provided by local authorities. A revised and more focussed model will likely be more attractive to donors and other sources of funding such as the private sector. The private sector needs to be targeted for funding and in-kind support, such as mentorship. Once consolidated and revised the project can prepare new councils for a roll out in 2017.

Next steps

The pilot has taught GL a number of lessons to improve the project framework. This will include:

- ***Honing the model, workshop materials and accreditation specific to each country:*** Thus will take into consideration local conditions and opportunities; reflecting on the need to review training materials, workshop scheduling, language, levels of literacy and facilitation needs for individual country environments.
- ***Selection of existing participants for mentorship in 2016:*** Some 10 to 20% of the women with the best business plans in the participating backstopping councils will be eligible for selection for mentorship.
- ***Broadening partnerships to include international, national and regional agencies:*** Agencies that can support emerging entrepreneurs will be identified and followed up to support the women's business aspirations where possible.
- ***Selection of councils for 2017:*** COEs should be selected that have the resources, capacity and willingness to provide support to women in the longer term. The geographic proximity of councils will need to be taken into account so that councils can be linked where feasible into a clustered into a hub and spoke type arrangement for peer support, learning and cost effectiveness and sustainability. The assessment of potential councils will begin in September 2016 for roll out in February 2017.
- ***Training of council staff for sustaining the programme:*** Relevant staff in the backstopped councils in 2016 will receive training on programme content, logistics and management to facilitate the ongoing funning of the project. New councils for 2017 will receive this training as well.
- ***Training of community peer trainers:*** Two to three women from each council/community who have the training but have not started a business will be trained as trainers and peer workshop facilitators in their community as an income opportunity. A pilot will be designed and run parallel between SA and Mauritius to compare the experiences and outcomes based on the Mauritius and SA rollouts. This will then be rolled out into the other eight countries in the second half of 2016.
- ***Selection of candidates for 2017:*** During the first half of 2016 the selection criteria for participating in the programme will be revised to reduce the number of dropouts and to provide councils with comprehensive selection criteria.
- ***Financing:*** Potential funding sources for the emerging entrepreneurs will be identified and followed up in each country.
- ***Programmatic funding:*** The funding model needs to be revised to include more diversified potential for funding. A concerted effort will be made to identify and approach the private sector to become partners in the development of the programme and the entrepreneurs. Other NGOs and programmes with the capacity to provide mentorship and training will also be identified and approached at a local level where the backstopping is taking place.

2. CONTEXT



Marching for a better tomorrow in Orange Farm, South Africa during the Sixteen Days of Activism 2015. *Photo: Thandokuhle Dlamini*

Key points

- With an average of 27% women in parliament and 24% in local government, SADC fares relatively well in the global stakes of women's political representation.
- Women remain the majority of the poor, the dispossessed, the landless and the unemployed.
- Women constitute the majority of those infected and affected by HIV and AIDS.
- Customary practices undermine Constitutions and laws, sometimes condoning gender violence, one of the most telling indicators of gender inequality.
- The post 2015-SADC Gender Protocol is being updated and aligned to the Sustainable Development Goals (SDGs), Africa Agenda 2063 and Beijing Plus Twenty.
- The SDGs go beyond the basic needs approach of the Millennium Development Goals. They include Violence Against Women (VAW) as well as several targets and indicators on economic empowerment.
- Most strategies on VAW to date have been reactionary. They include policies, laws, and shelters. There is little focus on prevention, and on support beyond temporary shelters.
- GL learned from the over 2000 "I" stories or first- hand accounts gathered over time that a high proportion of women stay in abusive relationships because they lack economic clout.
- The project set out to test the link between economic empowerment, the rehabilitation of survivors of GBV, and its prevention through linking entrepreneurship training to the GBV and local economic development plans of Centres of Excellence for Gender in Local Government.

From its inception in 2001, GL has worked with survivors of Gender Based Violence (GBV) to document their personal testimonies or "I" stories. The *Healing through Writing Project* provided insights into some of the drivers of GBV, particularly of intimate partner violence. Many women write about economic dependence both as a cause of violence and as a reason for returning to abusive relationships. These stories provided anecdotal evidence of the link between GBV and economic dependence in the lives of women experiencing GBV and the need for further investigation into this link.

Key contextual evidence underpinning the programme includes:

- Country and regional contexts on gender justice, GBV, gender legal frameworks and entrepreneurship development.
- GBV research including research methodologies, current programme frameworks for addressing GBV and best practice assessments.
- Existing literature on the relationship between GBV and the economic status of women in abusive relationships.
- Access to finance for women in business.
- Business development services (BDS).
- Microenterprise and gender.
- Entrepreneurship development.



World Aids Day in Mazenod Council, Lesotho. *Photo by Ntolo Lekau*

GL set out to test the **hypothesis** that economic independence can reduce a GBV survivor's vulnerability to further abuse through the integration of personal agency and sustainable economic opportunities, which can offer financial confidence and affirmative personal choices. The desk top research found that there are alternative views on the topic as well concerns for the vulnerability of working with women who have or are experiencing GBV. GL also found that existing research is still quite tenuous. The available literature helped to shape the programme.

The GL project also aimed to conduct vigorous research with the targeted 1500 women in 10 SADC countries to better understand the link and add to the body of knowledge currently available. GL targeted resource poor women in both urban and rural environments identified through GBV support services at local council level.

Definitions

"***Gender based violence' and 'violence against women' (VAW)*** are terms often used interchangeably as most gender-based violence is inflicted by men on women and girls. However, it is important to retain the 'gender-based' aspect of the concept as this highlights the fact that violence against women is an expression of power inequalities between women and men."[1]

The United Nations (UN) General Assembly in 1993 defined VAW as "any act that results in, or is likely to result in, physical, sexual, or psychological harm or suffering to women, including threats of such acts, coercion or arbitrary deprivation of liberty, whether occurring in public or private life".[2] Thus definition excludes **economic violence or deprivation** as a form of GBV against women.

Economic abuse has the effect of trapping women in the abusive relationship if she feels financially dependent or fears her ability to support herself and her children if she leaves. Economic dependence is a form of control and provides an environment where partners or family members are able to commit abuse with impunity. More recently the definition of GBV has been expanded to include economics and this applies to this study.

1 http://eige.europa.eu/gender-based-violence/what-is-gender-based-violence
2 http://www.ippf.org/our-work/what-we-do/gender/gender-based-violence

VAW is now understood as a violation of human rights and a form of discrimination against women and shall mean all acts of gender based violence that result in physical, sexual, psychological or economic harm or suffering to women, including threats of such acts, coercion or arbitrary deprivation of liberty, whether occurring in public or in private life."[3]

GL chose to focus on GBV, life skills and economic enhancement. The literature makes reference to the effects of integrating life skills and economic empowerment in the lives of female survivors. *Perspectives on Gender-Based Violence and Women's Economic Empowerment in Sub-Saharan Africa. Challenges and opportunities*[4] synthesises research and articles from a number of sources and summarises the alternative positions held by different authors.



Learning IT skills builds social capital for the women in Swaziland.
Photo by Nosisa Nkwanyana

"The concept of "**Economic Empowerment**" (EE) is heterogeneous and varies in different contexts," the paper states. "In general, EE incorporates strengthening household assets, building sustainable livelihoods, improving financial and household decision-making, and increasing household economic resilience and land tenure. From a programmatic perspective, EE interventions can include a range of activities, such as microcredit services, income generation, savings and micro insurance promotion, and entrepreneurship-related skills training. In the context of women's empowerment, economic interventions have evolved over the past 15 years to place greater emphasis on savings and the growth and protection of livelihood assets instead of merely generating income. These interventions may also include activities that foster social empowerment or build social capital among women, as well as promote the constructive engagement of men and boys as champions of women and girl's economic growth."

The authors found evidence to support a relationship between increased economic enhancement and both the increase or decrease in associated violence. "There are numerous conceptual models and theories that seek to create a framework for the complex relationship between women's economic empowerment (WEE) and GBV. First, multiple theories support both the idea that WEE results in a decrease in GBV and that GBV is exacerbated by WEE. In support of the assumption that a decrease in violence occurs following WEE, researchers cite family stress and dependence theories, among others. For example, family stress theory posits that the stress caused by unemployment and lack of income contributes to Intimate partner violence (IPV). Therefore, if IPV is a result of financial strain, then economic contributions from women should decrease the likelihood of IPV. Supporters of dependence theory and marital dependence theory also point to a decrease in violence with increased women's empowerment. Women who are dependent on men may be unable to leave abusive relationships, or to negotiate relationship factors such as sex and condom use. Thus, empowering a women economically enables her to have more bargaining power to negotiate better or safer relationships, or exit the relationship altogether.

"Alternatively, another set of theories suggests that women's risk of GBV will increase with women's increased financial autonomy. Proponents of resource theory assert that family dynamics include a power system using resources, and violence can be used as method of maintaining power and control over these resources. Because WEE could increase the power and control women have over financial resources, an increase in violence is hypothesized as an attempt by

[3] http://eige.europa.eu/gender-based-violence/what-is-gender-based-violence
[4] http://www.cpc.unc.edu/measure/resources/publications/sr-14-111

men to maintain control over women. Similarly, relative resource theory posits that the relative distribution of status or income between partners can threaten the status quo if men perceive WEE as a threat to their status, leading to increased risk of violence."[5]

Understanding that there is no one size fits all theory for reducing GBV through economic interventions, GL chose to integrate life skills and sustainable economic empowerment and to test the hypothesis that GBV can be reduced if women develop economic independence.

Methods and approaches



Research in action: Swaziland Entrepreneur Sibongile Phiri selling socks to GL CEO Colleen Lowe Morna. *Photo by Thandokuhle Dlamini*

GL's participation in a DFID ***Review of evaluation approaches and methods used by interventions on women and girls' economic empowerment***[6] also helped to inform the design. GL incorporated the following findings from the study:

- Ensure there is a theory of change that describes transformational change in women and girls' economic advancement and power and agency in the short term, medium term and long term and at the level of individuals, communities, institutions, and the legal and policy environment.
- Build a team that has sufficient gender expertise and involve this from the beginning at evaluation design and context analysis. Evaluations should aim to include experts with solid experience and expertise in researching and evaluating gender and economic empowerment/enterprise.
- Conduct prior and follow-up participatory and/or qualitative research to identify appropriate local indicators and ways of wording questions so that they are likely to be clearly understood and taken seriously by interviewees and thus encourage the most reliable responses.
- Suggested measurements include: transformational change in women's economic advancement and agency, attitudes, norms and behaviours of women and men, change in gender mainstreaming and attitudes in institutions and effects of the wider market, value chain and employment, as all of these will affect women's economic advancement and empowerment.
- Use mixed methods effectively and ensure that indicators adequately measure transformational change.
- Ensure that the quantitative and qualitative components are well designed and able to complement each other, either through a sequenced approach in which findings from one inform the design of the other, or by ensuring that each approach collects complementary data.
- The evaluation should aim to establish whether change took place and what caused it, so quantitative methodology might be required. However, qualitative information will be needed to understand the details of the process of change, and how implementation has been experienced by individuals, as well as to uncover any unintended impacts or changes and other factors that may have influenced change.

Microfinance

A key contributor to growth opportunities for women in business is access to funding. GL envisaged this as a desired outcome of the project but recognised the barriers to entry faced by women in accessing financial services, especially credit.[7] GL investigated access to

[5] http://www.cpc.unc.edu/measure/resources/publications/sr-14-111
[6] http://www.wplus.org/sites/default/files/Review-interventions-economicempowerment.pdf
[7] http://www.ifc.org/wps/wcm/connect/a4774a004a3f66539f0f9f8969adcc27/G20_Women_Report.pdf?MOD=AJPERES

finance for the women targeted.[8] GL concluded that the most likely source would be microfinance due to the likely asset less status of the participant group. Microfinance however has been viewed as the "panacea" for women's inclusion in enterprise funding but sources do not all agree on the impact of microfinance on microenterprise and women's economic and social empowerment[9] or indeed on microfinance being able to end poverty.[10]

"Opinions on the impact of microfinance have been divided between those who see microfinance as a "magic bullet" for women's empowerment and others who are dismissive of its abilities as a cure-all panacea for development... It becomes apparent that while access to financial services can and does make vital contributions to the economic productivity and social well-being of poor women and their households, it does not "automatically" empower women, just as with other interventions, such as education, political quotas, etc, that seek to bring about a radical structural transformation that true empowerment entails. These other interventions simply constitute different entry points into this larger project, each with the potential for social transformation, but each is contingent on context, commitment and capacity if this potential is to become a reality."[11]

Evidence suggests that, even in financially successful microfinance programmes, *actual* contribution to empowerment is often limited:

- Most women remain confined to a narrow range of female low-income activities.
- Many women have limited control over income and/or what little income they earn may substitute for former male household contributions, as men retain more of their earnings for their own use.
- Women often have greater workloads combining both production and reproductive tasks.
- Where women actively press for change, this may increase tensions in the household and the incidence of domestic violence.
- Women remain marginalised in local and national level political processes. This is not just a question of lack of impact, but may also be a process of disempowerment:
- Putting the responsibility for savings and credit on women may absolve men of responsibility for the household.
- Where group meetings focus only on savings and credit, this consumes women's precious work and leisure time, cutting programme costs but not necessarily benefiting the women.
- Repayment pressures may increase tensions between women and/or lead to the exclusion of the most disadvantaged women who may then be further disadvantaged in markets and communities.[12]

Most discussions of loan size have asserted that women need smaller loans. Although this is true for initial access and for very poor women, there is a danger of 'ghetto-ising' women within small loan programmes which impedes business growth.

Business development services (BDS)

Business Development Services include a wide range of non-financial services to small medium and micro businesses (SMMEs). BDS is generally defined as: "… services that improve the performance of the enterprise, its access to markets, and its ability to compete. The definition of 'business development service'… includes an array of business services [such as training, consultancy, marketing, information, technology development and transfer, business linkage promotion, etc.], both strategic [medium to long term issues that improve performance] and operational [day-to-day issues]. BDS are designed to serve individual businesses, as opposed to the larger business community."[13] Key to this study is the role played by BDS in relation to gender and micro enterprise activities. Are there gender related issues pertinent to the offering of BDS? What role does BDS play in the growth potential of very small businesses?

[8] http://www.ifc.org/wps/wcm/connect/c4c8a700489e8670aa35ee81dd77ebd3/SouthAfrica_Women_ExecSummary.pdf?MOD=AJPERES
[9] http://www.ilo.org/wcmsp5/groups/public/@ed_emp/documents/publication/wcms_117993.pdf
[10] http://www.ilo.org/wcmsp5/groups/public/@dgreports/@gender/documents/meetingdocument/wcms_091581.pdf
[11] http://www.lse.ac.uk/genderInstitute/about/resourcesNailaKabeer/kabeerNoMagicBullets.pdf
[12] http://www.hiproweb.org/fileadmin/cdroms/biblio-reference-0912/documents/RRD-129-microfinance_empowerment_women.pdf
[13] http://www.pintoconsulting.de/Images/pdf/10_business_dev_services_2004.pdf

BDS programs can vary a great deal depending on the size, the industry subsector in which they operate, the products and services produced, the processes and level of technology used. BDS should be specific to the community and business environment where they are located. There are many lessons learned from the BDS literature on business growth for women-owned enterprises. The text argues that:

- In the early attempts to provide training services for micro and small entrepreneurs, there were a number of failures due to the following factors;
- Generic and standardized content;
- Supply-driven approach where training is determined by trainers rather than those being trained;
- Too little attention paid to quality of trainers and training methods;
- Insufficient investment in training follow-up, which reduced the potential benefit of training and limited proven impact.[14]

BDS services need to be gender responsive: ideally flexible and not based on a rigid timetable given the time constraints that women face; especially women involved in enterprise activities in addition to other responsibilities. Women also often lack mobility.[15] Programmes that target women need to be cognisant of women's time constraints and the opportunity costs associated with women when they are away from their businesses. Ideally BDS should be demand and not supply driven and meet the needs of the recipients rather than the programme.[16]

GL's added value



Team learning during the training in Emfuleni South Africa.
Photo by Judith Maneli

While drawing on the literature to design the pilot, GL sought to add to the body of knowledge on the links between the economic status of women and GBV. A distinctive feature of the programme is the integration of life and business management skills into a programme with local government. The literature provides a framework for the design of this project and provides key areas of insight and consideration for the running of a pilot programme to test the hypothesis that economic independence can reduce GBV in the lives of vulnerable women.

Regional and country context



Southern Africa must confront a myriad of challenges as it attempts to address effectively the needs and aspirations of its 100 million people, 40% of whom live in extreme poverty with per capita incomes ranging from $256 per annum in Zimbabwe to $5099 in Mauritius. The greatest challenge of the Southern Africa Development Community (SADC) continues to be the need to build a life for its people free from poverty, disease, human rights abuses, gender inequality and environmental degradation.

According to a recent Policy Brief by the Open Society Initiative of Southern Africa (OSISA) entitled **Inequality in Southern Africa**: Options for Redress, "More than 60% of the population in SADC lacks access to an adequate supply of safe water, a third of the SADC population lives in abject poverty and about 40% of the labour force is unemployed or underemployed.

[14] http://www.icrw.org/files/publications/See-How-they-Grow-Business-Development-Services-for-Womens-Business-Growth.pdf
[15] http://siteresources.worldbank.org/EXTGENDER/Resources/FemaleEntrepreneurshipResourcePoint041113.pdf
[16] http://medep.org.np/index.php?page=page&id=12

Poverty levels have not only increased, but have also become more pronounced in urban areas and amongst female-headed households and the youth, in particular."

The Policy Brief goes on to say "the distribution of resources and income is highly skewed and in some cases racially biased, for example, in South Africa where white nationals constitute around 5% of the population and own over 80% of the land. Social mobility and equal opportunity remain alien concepts for far too many people in the region. There is a close and direct relationship between inequality and poverty, and thus any attempt to deal with poverty has to address the question of inequality as well. Persistent gender inequalities in virtually all spheres of life - from customary practices and labour market discrimination to unequal access to social services and economic resources such as land - are still a defining feature of Southern Africa."

Of all the sources of inequality and exclusion across the globe, gender is the most cross-cutting of all. Reinforced in formal and informal ways, gender inequality begins in the home; is perpetuated by the family; schools; work place; community, custom, culture, religion and tradition as well structures within society more broadly-the media, new media, popular culture, advertising, laws, law enforcement agencies, the judiciary and others. While society generally identifies other forms of inequality, gender inequality is so *normalised* that it often goes unnoticed, including by women who have been socialised to accept their inferior status. While these realities may differ in their specifics and intensity, gender inequality is *a global phenomenon*.

In South Africa, often described as a microcosm of the globe because of its history of racial inequality and ethnic diversity, a Constitutional court judge described patriarchy as the country's only truly non-racial institution because of its deep-seated and cross cutting nature. Gender inequality follows the *life cycle* of most women from cradle to grave. Despite changes in laws and Constitutions, many women remain minors all their lives - under their fathers, husbands, even sons, and as widows subject to male relatives.

Across Southern Africa, key challenges in achieving gender equality include:

- ***Patriarchal attitudes still abound***, reflected in gender stereotypes in schools; the work place and the media; as well as predominantly male decision-making structures in all areas. Customary law contracts constitutional provisions with few ramifications in many countries. The case of a Lesotho woman denied the right to take over the chieftaincy after her father died is a chilling reminder of deeply entrenched patriarchal values. Hate crimes against lesbian women (widely publicised in South Africa) serve as another reminder of the lethal combination of homophobia and misogyny that still dog many countries in the region.
- ***Gender violence remains the most telling indicator of women's lack of rights and agency:*** The shockingly high levels of gender violence revealed by recent prevalence surveys (from 25% in Mauritius to nearly 80% in four districts of Zambia) shows that one in three if not more women have experienced some form of gender violence over their lifetime, often multiple times, and multiple forms of violence.
- ***Backward movement in elections:*** With few exceptions, the last set of elections have been disappointing: the decrease in women's representation both at national and local level in Botswana and Swaziland last year; persistent low levels of women's representation in the DRC, and the marginal increase in women's representation in the Lesotho national elections in May 2014 serve as a reminder of the fragile gains made by women in the political sphere.
- ***The economy is still a male preserve:*** Women still lack access to economic decision-making (26%), land, credit and other means of production. They constitute the majority of the poor; the unemployed; the dispossessed and those who work in the informal sector.
- ***HIV and AIDS continues to threaten the fragile gains that have been made:*** Young women remain the majority of those newly infected by HIV and AIDS as well as those who bear the burden of caring for People Living with HIV.

Summary of country contexts in key implementing countries									
Country	Classification	Brief political and socio-economic context	% women in politics		No. of COEs	No. of COEs in pilot	No. repeat "I" stories	Repeat GEIs	Average increases in monthly income
			Local	*National*					
Lesotho	LDC	Constitutional monarchy; recent political instability; snap elections in February 2015; current coalition government. High poverty levels; women's rights violations.	49	25	50	10	75	75	R358
Mozambique	LDC	Post conflict stable state; high poverty levels; women's rights and needs largely infringed by cultural beliefs.	36	39	19	10	175	179	R2
Madagascar	LDC	Years of political stalemate; high poverty levels, fragile economy.	6	21	79	10	138	138	R456
Zambia	LDC	One party to multiparty; relatively stable; 60% of people live below the poverty datum line.	6	13	44	10	124	124	R1,220
Zimbabwe	Low Income Country	Oligarchy has led to political instability and rights violations; high poverty levels and economic fragility.	16	32	60	10	59	71	R1,117
Swaziland	Low Middle Income	Monarchy; high levels of income disparity; deeply cultural practices that hinder women's rights and freedom.	12	14	24	10	107	108	R144
Namibia	Higher Middle Income	Stable democracy, equal rights embedded in the constitution high levels of GBV and inequality.	42	48	36	10	128	130	R506
Mauritius	Upper Income Country	Is a stable democracy but the representation of women is far from satisfactory. Gender equality is undermined by deeply patriarchal attitudes and customs.		11	12	10	74	74	R359
South Africa	Upper Middle Income	Stable post-apartheid Constitutional democracy, high levels of GBV, embedded cultural practices that undermine gender equity and high levels of inequality.	38	40	20	11	81	81	R656
Botswana	Upper income	A democratic republic with a two-tier system of government. Local government is headed by a mayor in towns and a council chairperson in districts. Uses a First-Past-The-Post Electoral System which renders women marginalised. Increasing levels of economic and gender inequality.	18	24	32	10	87	89	R408
TOTAL		**Seven multiparty; 2 post conflict; 4 experiencing political instability; 3 stable democracies, monarchies; all led by men**			**296**	**101**	**1,048**	**1,069**	

Source: Gender Links.



The Southern African Development Community

The Southern African Development Community (SADC) is an inter-governmental organisation headquartered in Gaborone, Botswana. Its goal is to further socio-economic cooperation and integration as well as political and security cooperation among 15 southern African states.[17]

SADC has a vision of durable peace, freedom and social justice, equitable development and sustained economic prosperity for the people of Southern Africa. SADC Member States undertook, in the SADC Treaty Article 6(2), not to discriminate against any person on the grounds of inter alia, sex or gender. SADC Member States have committed to mainstreaming gender into the SADC Programme of Action and Community Building initiatives as a prerequisite for sustainable development. The goals to deepen regional integration and strengthen community building can only be realised by **eliminating gender inequalities and marginalisation of women** throughout the SADC region. It is therefore of paramount importance that appropriate policies, legislation, programmes, projects and activities aimed at ensuring gender equality and women's empowerment are implemented in all SADC Member States.

Gender Links and the SADC Gender Protocol

GL is a non-profit Southern African organisation headquartered in Johannesburg, with offices in ten of the 15 SADC countries. GL is committed to an inclusive, equal and just society in the public and private space in accordance with the SADC Protocol on Gender and Development. GL achieves its vision through its three inter-related media, governance and justice programmes.

SADC Heads of State and Government signed and adopted the SADC Protocol on Gender and Development in August 2008 with the exception of Botswana and Mauritius. The SADC Gender Protocol consolidated and created synergies between various commitments on gender equality and women's empowerment into one comprehensive regional instrument that enhances the capacity to plan, implement and monitor the SADC Gender agenda effectively.[18]

Since 2005, GL has co-ordinated the SADC Gender Protocol Alliance, over 40 women's rights NGOs that campaigned for the adoption, ratification and now implementation of the Protocol. The Alliance produces the annual Barometer that measures progress in attaining gender equality in the region against the 28 targets of the Protocol. In 2014, the Alliance started a campaign for the Protocol to be updated and aligned to the Sustainable Development Goals, Beijing Plus Twenty, and the African Agenda 2063. Gender ministers accepted this principle in 2015, and added that the Post-2015 Protocol should be accompanied by a strong Monitoring, Evaluation and Results Framework.



Clementina Macia proudly holding the strawberries she picked on her farm in Namaacha Municipality in Mozambique. *Photo by Gender Links*

The entrepreneurship programme started in 2013 responds to the following key principles of the Protocol:

- Recognition of the centrality of economic justice to achieving gender equality. Of the 28 targets in the Protocol, eight concern productive resources and employment. These include economic policies and decision-making; the multiple roles of women; economic empowerment; access to property and resources as well as equal access to employment and benefits.

[17] https://en.wikipedia.org/wiki/Southern_African_Development_Community
[18] http://www.sadc.int/issues/gender/

- Adopt integrated approaches, including institutional cross sector structures, with the aim of reducing current levels of gender based violence by half by 2015.
- Introduce measures to ensure that women benefit equally from economic opportunities, including those created through public procurement processes.

Key target areas for the post 2015 agenda include women's rights, economic justice and ending gender violence.[19]

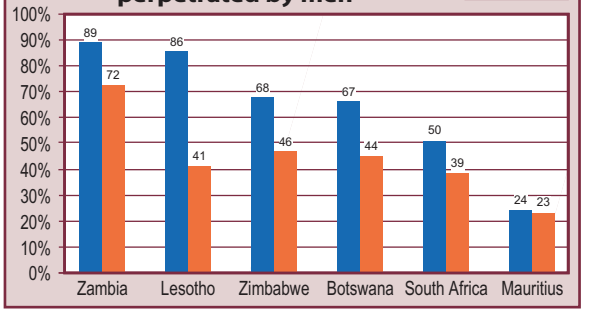
Gender and local government

At the local level GL has worked with local government councils in to become Centres of Excellence for gender mainstreaming in local government (COE). Since 2013 GL has implemented the life skills and entrepreneurship training programme for women GBV survivors in ten councils in each of the ten SADC countries: Botswana, Lesotho, Madagascar, Mauritius, Mozambique, Namibia, South Africa, Swaziland, Zambia and Zimbabwe. These included both urban and rural councils in each country.

Gender justice and GBV

Within the SADC region, GBV remains one of the most flagrant daily violations of human rights especially for women and girls. The epidemic levels of violence perpetrated against females on the basis of their gender has severe implications not only on the victims of violence itself but also on her family, community, and region as a whole. Sexual violence does not only affect women but also young girls and babies. In its justice programme, GL has undertaken baseline research on GBV using a prevalence-cum-attitude survey in four provinces of South Africa and five other countries in the region. The survey is currently being carried out in a seventh country - Seychelles - and will be repeated in Botswana. The study asked women in representative samples of the population about their experiences of violence, and men about their perpetration of violence.

Figure 2.1: Lifetime prevalence of GBV experienced by women and perpetrated by men



Source: Gender Links.

The studies found that 89% of women in Zambia's four districts of Kitwe, Mansa, Kasama and Mazabuka; 86% of women in Lesotho, 68% of women in Zimbabwe, 67% of women in Botswana; 50% of women in South Africa's Gauteng, Western Cape; KwaZulu Natal and Limpopo provinces and 24% of women in Mauritius had experienced GBV in the course of their lifetime. A higher proportion of women compared to men reported GBV experiences in all six countries. However the extent to which men corroborate these findings confirms the high levels of GBV. In all countries, the psychological and emotional abuse (seldom reported to the police) constituted the highest form of GBV.

Gender and economic justice

Economic, social and cultural rights need to be at the centre of women's empowerment and economic justice central to their struggles for gender equality. The greatest problems facing women are poverty, inequality and unemployment.[20] Economic justice starts with ensuring that resources and strategies adequately serve women's needs. Women have for many years trailed behind in accessing resources that would lead to their economic emancipation.

[19] Global debates on the post 2015 agenda recognise the limitations of the MDG "basic needs" approach, especially with regards to gender equality. The clamour in the debates on the Sustainable Development Goals (SDG's) that will succeed the MDG's is for rights- based approach.The gender lobby in Africa and globally is demanding a stand-alone goal on gender equality in the SDG's and stronger mainstreaming of gender in all MDG goals. This lobby is calling for greater "voice, choice and control" for women in the post 2015 era. By pushing the boundaries of the MDGs, and setting targets in such areas as GBV and the media, the SADC region is at the forefront of going beyond minimal standards in the post 2015 agenda.

[20] http://www.osisa.org/buwa/economic-justice/regional/economic-justice-site-women%E2%80%99s-empowerment

The Protocol included the following issues pertinent to the project;

- Ensure equal participation by women and men in policy formulation and implementation of economic policies.
- Adopt policies and enact laws which ensure equal access, benefits and opportunities for women and men in trade and entrepreneurship, taking into account the contribution of women in the formal and informal sectors.
- Review national trade and entrepreneurship policies to make them gender responsive.
- Introduce affirmative-action measures to ensure that women benefit equally from economic opportunities, including those created through public procurement processes.

These issues are central to the improvement in the economic status of women and their ability to participate opportunities for women in the region; especially their ability to participate fully in pursuit of enterprise aspirations. This includes the need for women to have equal access to resources and assets.

The Southern African Gender Protocol Barometer 2015 notes that "there are several factors hindering women from accessing credit and productive resources in the region, including poverty; powerlessness in decision making; limited access to land, capital credit, cash and fertilisers; lack of technological training; and limited participation in labour markets outside of subsistence farming and agriculture. Customary laws and practices, as well as institutionalised discrimination result in land and other assets being exchanged among men. Women's lack of access to productive resources not only perpetuates the feminisation of poverty, but also negatively affects regional development. Across the region, women are often hindered from gaining credit and productive resources due to laws that require couples to marry in community of property. In many cases, through policy or practice, this makes the husband the administrator of the joint estate. Therefore, it is only with the husband's approval that credit can be granted."

Starting an enterprise is difficult for men and women. However, women face gender specific barriers in their pursuit of business. To affect sustainable entrepreneurship the programme recognises the need to address the range of issues faced by women in their pursuit of economic independence; through enterprise development:

- Lack of access to training, information and or experience which may impact on the ability to formulate proper business planning such as market research, financial planning and management.
- Tendency to trade in saturated markets or copy other business ideas in the absence of the skills and knowledge not available to them.
- Lack of access to finance.
- Lack of access to business mentorship either because this is not available or because women may not have access to the information.



Letisia Mutilifa from Otavi in Nambia showing off the products from her business. *Photo by Veronica Haimbili*

Obstacles to access to finance include:

- ***Financial literacy:*** Poor understanding of financial terminology and lack of awareness of bank and microfinance services are an obstacle. A lack of understanding of credit processes and the role of credit bureaus also places women at a disadvantage.
- ***Attitudes of banks*** which may be informed by a patriarchal culture or lack of understanding of the potential market share presented by a gender positive strategy and culture.

[21] http://www.genderlinks.org.za/article/sadc-gender-protocol-barometer-2015-2015-07-16

- ***Lack of awareness of development finance:*** Despite the resources available from private and public development finance institutions, few women in business know about the different institutions, their products or how to access them.
- ***Lack of financial confidence:*** Overall women have less financial confidence than men and may have the view that they will not succeed so do not try.
- ***Lack of appropriate products:*** Bank services and products, including savings products are often unaffordable, and the emphasis on collateralised and asset based lending disqualifies most women from accessing business loans.[22]

For women to succeed the project considered the following factors:

- The more extensive the availability of resources, the more likely the success. These include relevant and appropriate business support services, access to finance (formal and informal) and access to technology such as IT and production process/ equipment.
- The ability to recognise enterprise opportunities and read the needs of the market.
- The ability to innovate and bring new products to market.
- The ability to grow a business and the enabling environment needed to benefit in this way.
- The poor understanding of and ability to manage cash flow and the need to understand this and other basic financial management skills such as pricing.
- Women, especially women exposed to GBV or living in traditional communities are likely to be restricted in ways such as freedom of movement or time constraints.

The entrepreneurship programme sought to research and address the nexus of GBV, economic justice and gender mainstreaming at local government level though an integrated programme of life skills and entrepreneurship development with the cooperation and support of the COEs.

[22] http://www.ifc.org/wps/wcm/connect/c4c8a700489e8670aa35ee81dd77ebd3/SouthAfrica_Women_ExecSummary.pdf?MO

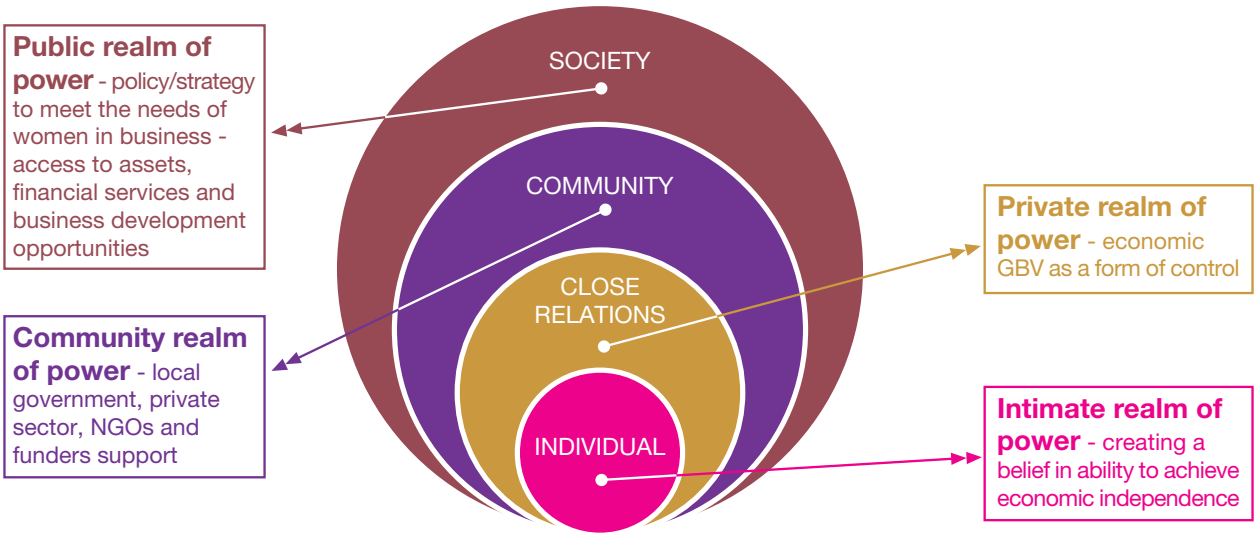
Gender Links Theory of Change

Reinforced in formal and informal ways, gender inequality begins in the home; is perpetuated by the family; schools; work place; community, custom, culture, religion and tradition as well structures within society more broadly-the media, new media, popular culture, advertising, laws, law enforcement agencies, the judiciary and others. While society generally identifies other forms of inequality, gender inequality is so normalised that it often goes unnoticed, including by women who have been socialised to accept their inferior status. Gender inequality follows the *life cycle* of most women from cradle to grave. Despite changes in laws and Constitutions, many women remain minors all their lives - under their fathers, husbands, even sons, and as widows subject to male relatives. GL led the campaign for a Southern African Development Community (SADC) Protocol on Gender and Development with 28 targets to be achieved by 2015. GL works to achieve these targets in its media, governance and justice programmes. GL's Theory of Change (ToC) is premised on the ecological model which assumes that the vicious negative cycle of VAW can be turned into a virtuous positive cycle by working around different initiatives that target all levels of the model from individual to societal. GL's work in the gender justice programme seeks to "turn around" the layers of attitudes, behaviours and practices at the level of family, community and society through a simple slogan that has been translated into dozens of local languages - "peace begins at home".

In terms of the entrepreneurships programme, this means:

- ***Individual realm of power*** - life skills training.
- ***Private realm of power*** - taking back economic rights through entrepreneurship training and implementation.
- ***Community realm of power*** - facilitating support from partnerships with the public and private sectors, service providers of skills and financial support and funding to support the programme, financial and non-financial services to participants.
- ***Societal realm of power*** - advocacy for changes that create an enabling environment for women in entrepreneurship.

Figure 2.2: GLs Theory of Change for economic justice and end GBV



The role and aims of change at the individual realm of influence and change

- To develop an understanding of GBV and its impact on the survivor and their relationship with an abuser.
- To develop self-respect and understanding of victimization as a result of GBV.
- To develop ways of building self-confidence and assertiveness.
- To feel positive about planning for the future.

The role of the private realm of influence and change

- To develop an understanding of financial abuse in a relationship as a form of control.
- To develop skills that can provide an alternative source of income.
- To develop confidence in the ability to support oneself and children.
- Build the survivors confidence to make positive choices in terms of their relationships.

The role of community realm of influence and change

- Influence local economic development policies through GBV action plans which focus on the mainstreaming of women in local economic development (LED) and procurement opportunities.
- Influence private sector attitudes towards the economic empowerment of women and reduction of GBV through funding and or in kind assistance.
- Integrate NGOs into the programme especially where skills enhancement or business finance would be available.
- Influence the availability of information for women in business.
- Mentorship.
- Community based training.

The role of societal transformation

- Facilitate a framework which recognises the financial needs of women entrepreneurs beyond micro finance.
- Address legalisation and enforcement of women's property rights.
- Create local and regional task forces on access to finance for women.
- Create platforms for consultation with women on the issues they face as entrepreneurs.
- Encourage gender disaggregated data on women in business at all levels.
- Encourage government-led SMME programed with a focus on breaking the stereotypes of women in business.

- Lobby for changes in economic policies to effect financial inclusion policies in countries.
- Enhance the gender appropriateness of financial services, especially for entrepreneurship, recognising the gender barriers faced by women.
- Develop access to finance action plans with central banks, ministries, development finance institutions and credit granters and other relevant stakeholders.
- Effect women's rights to land and property and other productive resources.
- Include provisions to achieve these in the Post-2015 agenda.

GL used the socio-ecological model to frame our thinking and analysis. The individual, intimate partner relationships, family, and community levels of the model were included as both areas where the program may have an impact and where GBV and economic norms, attitudes, and practices are influenced.

Logic of the intervention				
SPHERE	**PRIVATE**		**COMMUNITY**	**PUBLIC**
RESULT	**INDIVIDUAL**	**CLOSE RELATIONS**	**COMMUNITY**	**SOCIETAL**
IMPACT	Contribution to an inclusive, equal and just society in the public and private space in accordance with the SADC Protocol on Gender and Development.			
OUTCOMES	Women empowered to claim their rights as measured through the Gender Empowerment Index (GEI) devised for survivors of gender violence who undergo entrepreneurial training; analysis of the SADC Gender Protocol @ Work case studies; "I" Stories collected before and after the training.	Men change their attitudes and join the fight for gender equality, as measured through changes in gender attitude at the local level; the relationship control score; testimonial evidence gathered in the Drivers of Change series.	Gender mainstreamed in the policies and practices of local councils as measured through the Gender Score Card, and annual verification exercise; Gender Progress Score (GPS); institutional case studies presented at the SADC Gender Protocol@Work summits and follow up "I" stories of participants.	Contribution to attaining the targets of the SADC Gender Protocol especially: women's equal representation and participation, ending gender violence and economic empowerment as measured through the SADC Gender and Development Index (SGDI); the Citizen Score Card and the SADC Protocol@Work.
	Values, beliefs, attitudes, behaviours & practices at household, community and societal level shift to recognise gender inequality as unacceptable & a breach of human rights.			
OUTPUTS	1359 survivors of GBV trained as entrepreneurs and supported to increase income.	Repeat "I" stories and GEIs reflect positive changes in relationships with regard to personal agency of survivors and reduced levels of GBV.	100 councils revise the gender action plans to reinforce economic mainstreaming as a key element in gender equality and devise measures to integrate women into LED and procurement planning.	Book and DVD become public evidence of the outcomes of the project to inform strategy and policy in 10 SADC countries.
ACTIONS	Backstopping 1359 women in the pilot project including a virtual network; reviewing training material; rolling out the programme to a further 100 councils.	Redesigning the intervention with Men for Change partners to ensure that male partners are part of the process.	Align local gender and GBV action plans to the Post 2015 SADC Gender Protocol; MOUs with ten councils in each country to roll out the entrepreneurship programme.	Coordination of civil society SADC Gender Protocol campaign; annual Barometer, GBV research, verify business activity and review income levels annually to benchmark progress.
PROBLEM	Despite progressive legal provisions, women in Southern Africa remain the majority of the poor, the dispossessed, those missing from all areas of decision-making; those whose bodies are violated; those most infected and affected by HIV; those most affected by poverty and excluded from the economy. Certain categories of women face even greater forms of exclusion, discrimination and violence.			

Source: Gender Links.



3. OVERVIEW AND METHODOLOGY



Entrepreneur Thabsile Mavimbela (left) is interviewed by GL intern Zethu Shongwe in Mangwaneni, Swaziland. *Photo by Thandokuhle Dhlamini*

Key points

- GL worked with 101 Centres of Excellence for Gender in Local Government in 10 SADC countries to reinforce their actions to end GBV and enhance economic opportunities for women. Out of the target 1500 survivors of GBV, 1350 women (90%) completed the three stage training.
- The project aimed to test the hypothesis that economic independence can reduce a GBV survivor's vulnerability to further abuse through the integration of personal agency and sustainable economic opportunities, which can offer extended financial confidence and enhance personal choices.
- Robust baseline and follow up research provided a basis for testing the hypothesis.
- The Monitoring and Evaluation consisted of a Gender Empowerment Index (GEI) administered at the start and end of the project; a supplementary GEI that aimed to draw out key parameters; personal accounts or "I" Stories; GL's Drivers of Change series; focus group discussions and a debrief of the facilitators involved in the training. GL measured council support for the programme through a score card; financial support; and changes in community attitudes.
- GL measures the contribution of this programme to the overall targets of the SADC Gender Protocol through the SADC Gender and Development Index (SGDI) that is computed annually, and the case studies collected at the annual SADC Protocol@Work summits.

This chapter of the report provides an overview of the programme, targeted and actual participation, and the methods used to assess results. As described in the previous chapter, at national, regional and global level, the programme is aligned to the SADC Protocol on Gender and Development that is being updated in line with the Sustainable Development Goals (SDGs) to end gender violence by 2030. At the community level, GL works through local government to ensure institutional support and grounding for the programme.

The programme

Table 3.1 summarises the key objectives and activities of the FLOW programme:

Table 3.1: Programme at a glance

Objectives	Key activities
1) To enhance gender responsive local governance through flagship programmes for ending gender violence aligned to the SADC Protocol on Gender and Development.	Revisit the gender action plans of Centres of Excellence for Gender in Local Government and develop action plans to end gender violence.
	In the six SADC countries that have undertaken the GBV Baseline Study, use the results to strengthen and target local action plans more effectively.
2) To provide women alternatives to persevering in situations where they experience GBV.	Identify survivors of gender violence through working with Council Gender Focal Persons on the collection of "I" Stories or first- hand accounts of gender violence.
	Use skilled facilitators to provide training in two parts: life skills and agency; market surveys and development of business plans, including IT training.
3) To connect women survivors of GBV to easily accessible information, services and resources to enhance their ability to succeed.	Backstop the emerging entrepreneurs and assist them in accessing support from the councils and related support structures such as market stands, micro-finance, mentorship, sub-contracting and outsourcing, jobs and procurement.
4) To contribute to the body of knowledge on economic empowerment and ending gender violence through Monitoring, Evaluation, Learning, documenting and good practices.	Administer the GEI and GPS at the beginning and end of the process, and analyse the quantitative findings. Gather "I" stories or first-hand accounts before and after the training and assess progress. Gather and share case studies through annual district, national and regional summits.

Source: Gender Links

Centres of Excellence (COE) for Gender in Local Government

All the councils that anchored the programme are COEs. This model arose from the gap identified in the 2006 to 2008 GL research study, *At the Coalface, Gender in Local Government*, for practical ways of assisting councils to go from advocating women's increased representation in politics to gender responsive governance. The ten-stage process, described in greater detail in the table that follows involves getting councils to buy into a process to ensure that gender is embedded in institutional practise. They then undertake a situation analysis, and develop an action plan that includes hands-on training in gender concepts and analysis skills. The council's identify flagship

campaigns in areas such as GBV, local economic development, and climate change. They fill in a Gender Score Card at the start of the programme, comprising 20 questions answered on a scale of one to ten. This score card is used annually to verify progress. The verification also includes an assessment of the resources that councils have committed to the imple-mentation of the gender action plan. Each year councils share examples of good practise at the district, national and regional summits, where they compete with councils from other countries in the region. Some councils have gone on to host summits and study visits of their own, and to become hubs of knowledge and learning on gender mainstreaming in local government.

Table 3.2: The COE model and its underlying principles

Stage	Process	Principles
1	Meetings with management and political teams and adoption of COE process.	Political support: Getting buy-in at decision-making level.
2	Undertaking a gender audit of the council.	An evidence-based approach: Conducting a situation analysis that is council-specific and will help to address the needs of that council.
3	Mobilising meeting with council represen-tatives and popularising the SADC protocol on Gender and Development.	Community mobilisation through SADC Gender Protocol village level workshops that familiarise communities with the provisions of the sub-regional instrument and empower them to hold their council's accountable.
4	Inception workshop.	Action planning: Conducting council-specific gender and action plan workshops that localise national and district gender policies and action plans.
5	Action planning workshop.	
6	Adoption of the action plan.	Commitment: Getting councils to make a public statement about their intentions with regard to the action plan.
7	Media, campaigning skills.	Capacity building through on-the-job training with council officials and political leaders. Assisting councils and communities to apply these new skills through running major campaigns, e.g. 365 Days to End Gender Violence; the 50/50 campaign etc.
8	IT for advocacy.	
9	Monitoring and evaluation.	Tracking: Administration of score cards and other monitoring and evaluation tools that can be used to measure change in the immediate, medium and long terms.
10	Summit.	Knowledge creation and dissemination: Working to gather and disseminate best practises, case studies, etc. that can be presented at the annual gender justice and local government summit.

Source: Gender Links

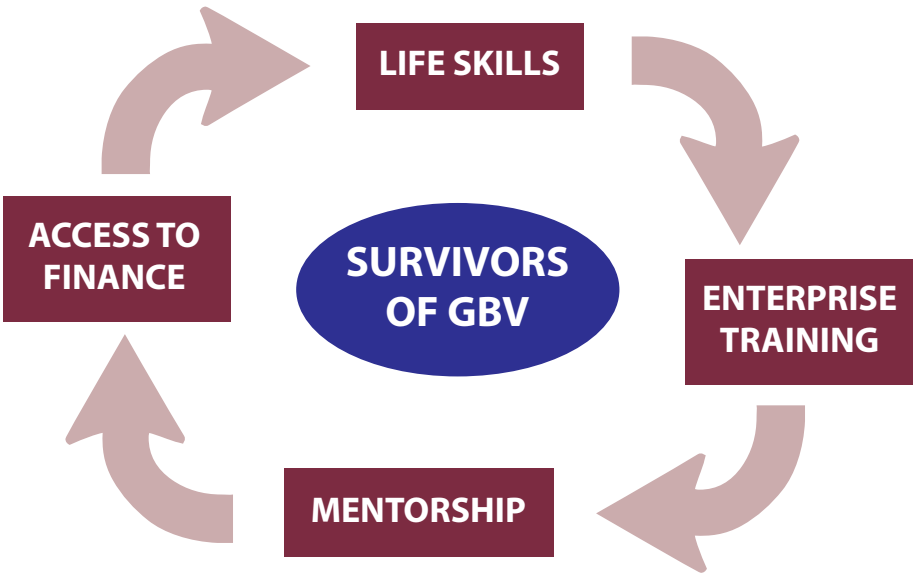
GL selected ten councils in each of its ten countries of work (101 out of a total of 425) to take on the added task of supporting the life skills and entrepreneurship training. These councils had all developed gender action plans that included GBV and local economic development. They expressed an interest in "putting their plans to work" through this programme. The COE councils play a critical role in the planning and implementation of the programme from the beginning. The social welfare departments of the

COEs are the first port of call for women experiencing GBV and needing help. Through the gender focal persons in each council, the programme is introduced to the social welfare staff; they then work together with the GL country office to identify women that meet the criteria for admission. They act as the contact between the survivors and GL in explaining the process and introducing the women to GL. The gender focal person usually attends the workshops, other work permitting. At each point they work with the women, support in between workshops and encourage them to form community committees as group. A summary of some of the ways in which councils have supported the programme is given alongside.

Life skills and entrepreneurship training

This GL project provides a framework for the development of potentially sustainable entrepreneurship opportunities for survivors of GBV through an integrated model of life skills preparation, business development skills training, mentorship opportunities and access to finance as the overall. The programme recognised the need to address:

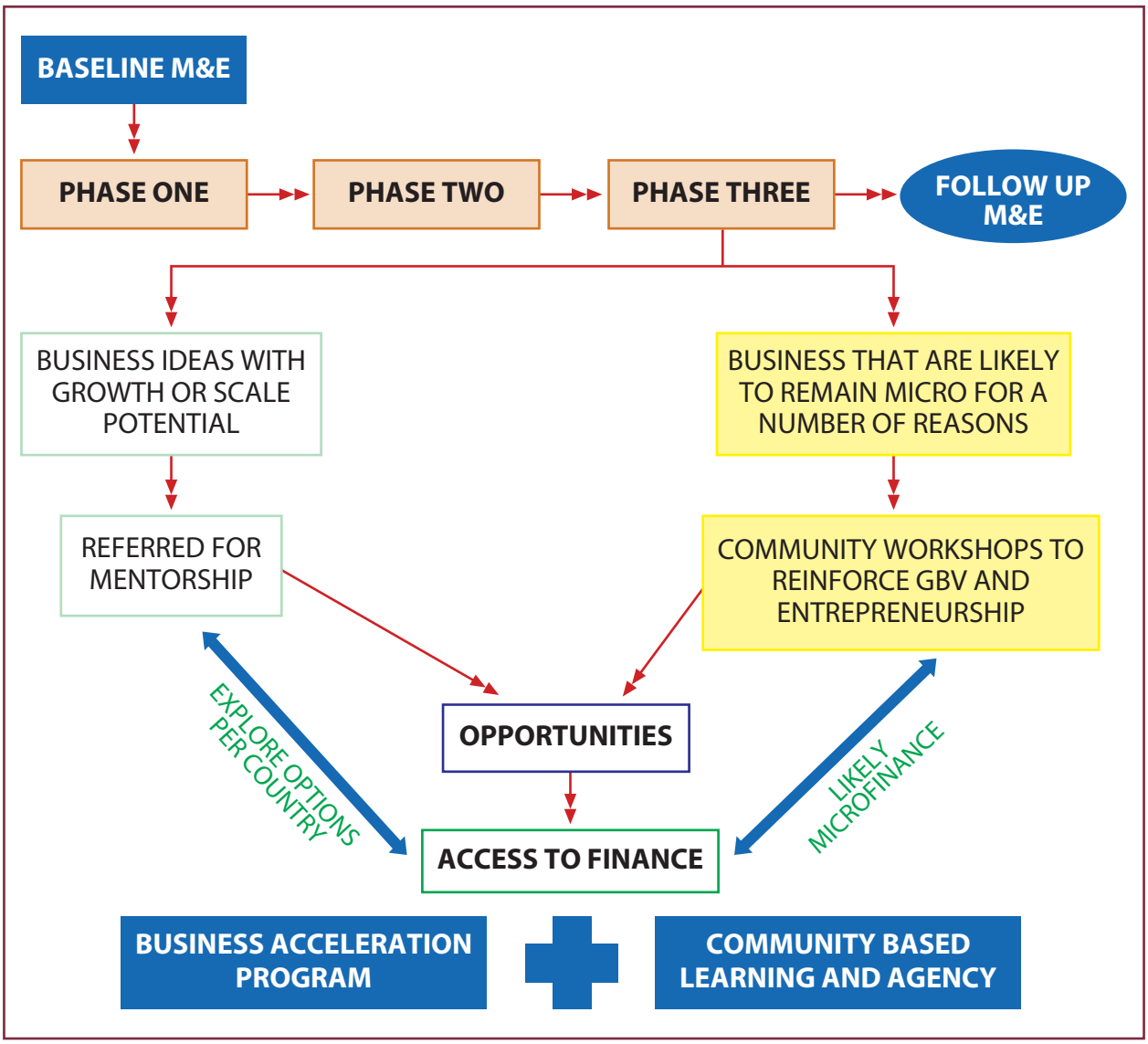
- Women's understanding of the social constructs of gender and GBV, including financial control.
- The need for survivors to reflect on their own experiences within this framework of understanding to better understand their own responses and feelings.
- The building of self-confidence, self-esteem and gender awareness.
- Entrepreneurship as a potential tool for change and positive life choices.
- Access to both financial and non-financial support where possible.



Source: Gender Links

Table 3.3: COE support for the Empower women, End violence programme	
Support	**Example**
Funding opportunities	• The gender affairs department in Botswana provides a number of funding options for women including group loans of up to five women and grants. Whilst grants are available the barriers to entry are high and GL had the opportunity to point this out and debate the need for changes to benefit our target market. • Microfinance and certain banks assisted women with tailored packages that matched their income levels and needs.
Introduction of savings schemes	• In Madagascar women have set up group saving schemes where they are encouraged to save. • In Mozambique joint savings schemes were set up by groups of women to assist then save and have capital to start up their businesses. • Group saving schemes were introduced and women were encouraged to save and set-up revolving funds that members can access.
Opening of bank accounts	• In Zambia participants did not have bank accounts prior but as a result of the training, they each opened bank accounts with cell phone banking and other benefits e.g. life insurance. This enabled women to learn more about savings and capital reinvestment. • In Namibia each group formed in Namibia also opened a bank account • In Zimbabwe profit gained from businesses was saved in secure banks that also offered funeral cover to the entrepreneurs. • Councils assisted the women by writing letters of recommendation e.g to banks and other prospective funders.
Mentorship	• The Gauteng Enterprise Propeller agreed to provide mentorship and other non-financial support to the women • Mentorship in Botswana was offered by the Local Enterprise authority and individual councils responsible for economic development.
Targeted training	• In Zimbabwe a women owned IT company has agreed to train the participants to improve their computer skills
Starting community organisations to support women	• Women in Inhambane, Mozambique, started an association called 'Women of Inhambane.' • In Nambia Women developed functional structures within their groups - with a chair (GFP), treasurer and members to sustain the groups.
Changes in economic and procurement policy	• In Namibia, Berseba and Tses councils changed their procurement processes to be more gender appropriate. • Chipata included specific women economic empowerment projects in their strategic plan for 2016/2017 financial year. • Zambian councils strengthened their Gender Sensitive Procurement policies e.g. Solwezi, Chipata, Lusaka and Livingstone.
Access to land for productive projects Opportunities to apply their knowledge	• Councils in Mozambique gave free land for women to have gardens. • In Mumbwa and Kasama in Zambia, women got land to have market gardens. • In Zimbabwe GL now has a partnership with NETONE for financial support through a phone booth programme where women will be employed by NETONE to run phone booths on commission. A memorandum of understanding (MOU) has been drafted and is in the process to be finalised between GL Zimbabwe and NETONE. • In Zambia women were assisted to register their businesses, get business licences, and apply for tenders to provide goods and services for the councils. • In Zambia the Chipata COE included specific women economic empowerment projects in their strategic plan for 2016/2017 financial year.

Source: Gender Links



Source: Gender Links

The diagram illustrates the various stages in the training. In **Phase one** that consists of a five day training workshop, GL introduces participants to key gender and GBV concepts; methods for building positive self-image; understanding personal values; identifying and evaluating personal strengths. By the third day, participants get to understand different types of businesses and how they work; become familiar with basic business concepts and apply these in the local business context. They recognise personal strengths and weaknesses as an entrepreneur; identify business ideas and apply the use of IT in business operations. By the end of the week, participants are able to go out and conduct their own market research; write a basic business plan and apply basic IT skills.

Phase two training (also five days) follows a month or two later. Participants bring back their market research and revised business plan. They learn to manage a business in areas such as start-up, costing and pricing; cash flow projections and cash flow management; general business management; marketing and record keeping. On the last day participants reflect on their different options that may include:

- ***Starting a business:*** This may not be the choice for all the women.
- **Business Acceleration:** Grow an existing business.
- **Staying at a micro level** until they feel more confident.
- **Social entrepreneurship:** Pursue sustainable projects that will benefit the community such a recycling cooperative.

The programme therefore takes into account different levels of readiness and the aspirations of these women who have experienced GBV as demonstrated.

By **Phase three**, usually two to three months later, participants have started their business. They gather to review progress; identify mentorship needs; meet with institutions that could provide financing, and get commitments of support.

The primary source of **capital** available to this target market is likely to be micro finance. Women are still largely excluded from the more formalised services or financial institutions such as banks. Fewer women than men have bank accounts or access to credit for their business. The aim therefore is to engage with financial stakeholders in the countries we work in to promote gender and financial inclusion and to enhance the participant's access to finance for their enterprises.

Recognition of the efforts of the women

The business plans produced by the participants are assessed at council level for judging during SADC Gender Protocol@work Summits. A winner and runner up in the categories of existing and start-up businesses is selected at council level to present their business plans at district, national and regional summits. An Emerging entrepreneurs award was created in 2014 for this purpose. At each summit they need to put up a PowerPoint presentation on their businesses and do a presentation in front of judges and an audience. This has a number of benefits for the women; it is highly motivational, extends IT skills to include PowerPoint and enhances confidence through public speaking and recognition of their efforts and ideas.

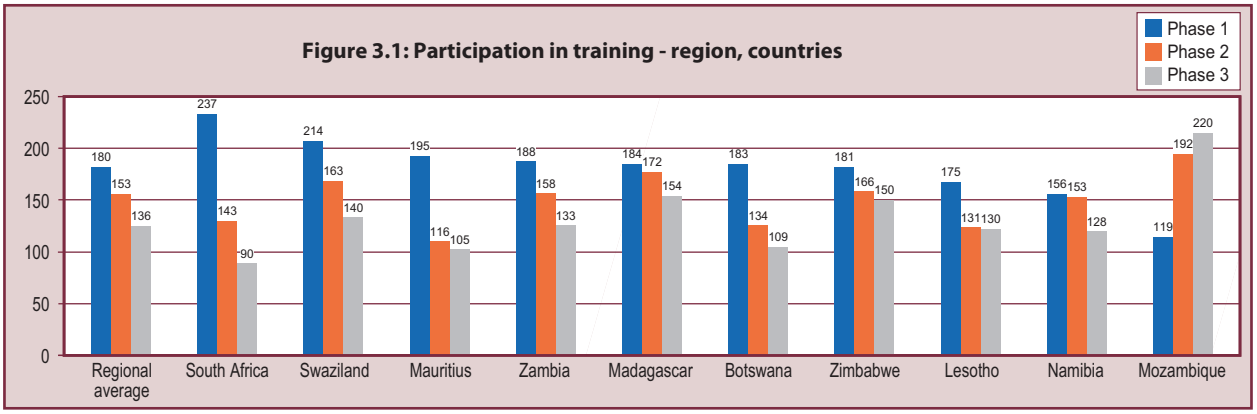


Magdalena Nambinga from Outapi in Namibia receiving a certificate at the Namibia SADC Protocol@Work Summit in Windhoek in 2015.
Photo by Fanuel Hadzidzi

Target group and participation

GL targeted women who have experienced GBV, 18 years or older, unemployed or self-employed and have sought help from structures in their local council. GL and participating councils envisaged that the women would participate fully as members of the local government community and would contribute in the following ways:

- Lobbying local government for economic opportunities.
- Lobbying local government for effective programmers to prevent and reduce GBV.
- Setting up peer groups within communities to learn from each other, share ideas and business opportunities.
- Spreading their knowledge to other women.
- Develop mechanisms for the ongoing support between survivors within a community.



Source: Gender Links

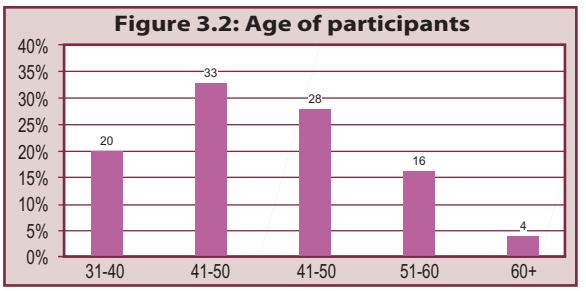
Figure 3.1 shows a certain amount of inconsistency in participation in the programme. GL targeted 15-20 women in each of the ten participating councils (150-200 in all). Most countries exceeded the 150 target in phase one (regionally this figure averaged 180). Most countries experienced a decline in phase two and three, with the final average dropping to 136 per country. Mozambique is the only country that experienced an increase in the number of participants over the three phases. This may be due to word on the programme taking longer to get out to participants due to the size of the country. Zimbabwe over targeted but achieved the exact target in the end. South Africa and Mauritius - both middle income countries - experienced the highest drop-out rates.

Table 3.4: Breakdown of reasons for missing any phase across all councils

Reasons	% of those who did not follow their plan reporting this reason
Other ➔ I did not know about the training ➔ I joined the programme halfway ➔ I was no admitted at partner NGO yet ➔ I was ill or had to take care of a family member ➔ I was away ➔ I was attending a funeral ➔ My employer did not allow me to attend	35%
Did not have enough time due to other responsibilities e.g. at home.	26%
I found a job.	11%
I was not personally and emotionally able to attend and participate.	8%
My husband or partner wouldn't let me go to some of the workshops.	4%
The course was too difficult.	2%
I was not finding the course helpful.	1%

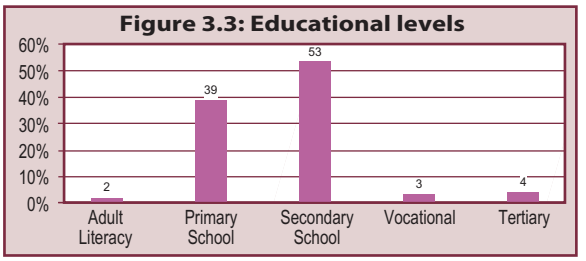
Source: Gender Links

Table 3.4 summarises the reasons given by participants around the region for dropping out. Happily, only 4% cited their husbands or partners, and only 3% said the course was too difficult or not helpful. 8% said they were not emotionally in the right space to continue. 11% got another job; 26% found it difficult to juggle two jobs. 35% cited miscellaneous reasons, including health, information and others. What is significant is that 90% did manage to go through the full three stages of the course. This is an important achievement, given the particular challenges faced by the target group.



Source: Gender Links

Figure 3.2 shows that all the participants were over 30 years old, i.e. very few young women participated in the programme - a factor to be reconsidered in future programming, to ensure that VAWG is "stopped before it starts." 20% fell in the 31-40 age bracket; 33% in the 41-50 age bracket; 28% in the 41-50 age bracket; 16% in the 51-60 age bracket and 4% over 60.



Source: Gender Links

Education levels reflect the fact that women came from poor backgrounds. 92% had primary or secondary school education. As reflected in figure 3.3, only 4% of the women had tertiary and 3% vocational education backgrounds. 2% had adult literacy. Some of the participants struggled with written work. Most had none or very basic computer literacy. Most struggled with language, even after the translation of training materials into English, Portuguese and French. In the next phase GL will translate materials into indigenous languages as well.

Methodology for assessing results

Principles

GL's monitoring and evaluation is guided by the following Principles of Credible Evidence. These are adapted from work by the British NGO umbrella network, BOND, following a workshop of the Southern African Learning Partnership (SALP).[1]

Tools

GL adopted a "mixed method" of research; combining more than one research method to study the outcome of the project. The combination of qualitative and quantitative investigation provided the study with several tools for triangulation. The methods used included individual face to face stakeholder interviews, remote questionnaires, focus group discussions, case studies and quanti-tative surveys. This triangulation has enriched the analysis and deepened our understanding of the overall impact of the prog-ramme at several levels; the individual, the family, the community and local government. Table 3.5 overleaf summarises the key tools used:



Focus Group 1 discussing life and progress for a FLOW review at an Entepreneurship Workshop in Gaborone, Botswana. *Photo by Mboy Maswabi*

[1] SALP is a network of DFID Programme Partnership Arrangement grantees with offices in Southern Africa.

Principle: Voice and inclusion

- Are the perspectives of beneficiaries included in the evaluation?
- Are the perspectives of the most excluded and marginalized groups included in the evaluation?
- Are the findings disaggregated according to sex, disability and other relevant social differences?
- Did beneficiaries play an active role in designing the evidence gathering and analysis process?

Principle: Appropriateness

- Are the data collection methods relevant to the purpose of the enquiry and do they generate reliable data?
- Is the size and composition of the sample in proportion to the conclusions sought by the enquiry?
- Does the team have the skills and characteristics to deliver high quality data and analysis?
- Are the data analysed in a systematic way that leads to convincing conclusions?

Principle: Triangulation

- Are the different data collection methodologies used and different types of data collected?
- Are the perspectives of different stakeholders compared and analysed in establishing if and how change has occurred?
- Are conflicting findings and divergent views perspectives presented and explained in the analysis and conclusions?
- Are the findings and conclusions shared with and validated by a range of key stakeholders (e.g. beneficiaries; partners; peers)?

Principle: Contribution

- Is a point of comparison used to show that change has happened (e.g. a baseline; a counter factual comparison with a similar group)?
- Is the explanation of how the intervention contributes to change explored?
- Are alternative factors (e.g. the contribution of other actors) explored to explain the observed result alongside our intervention's contribution?
- Are unintended and unexpected changes (positive or negative) identified and explained?

Principle: Transparency

- Is the size of the group from which the data is being collected explained and justified?
- Are the methods used to collect and analyses data and any limitations of the quality of the data and collection methodology explained and justified?
- Is it clear who has collected and analysed the data and is any potential bias they may have explained and justified?
- Is there a clear, logical link between the conclusions presented and data collected?

Table 3.5: Qualitative and quantitative tools			
INDICATOR	**QUANTITATIVE TOOLS**	**QUALITATIVE TOOLS**	**WHEN ADMINISTERED**
IMPACT			
Progress in attaining the targets of the SADC Gender Protocol	SADC Gender and Development Index (SGDI)	SADC Protocol@Work case studies	Annually
	Citizen score card and knowledge quiz, SADC Protocol		March every year for country and regional barometer (August)
Levels of women's lifetime and past year experience of GBV	GBV indicators research	"I" Stories or first-hand accounts	Baselines being done now; ideally should be administered three to five years
OUTCOME			
Gender responsive governance in the SADC region		COE Learning Paper	May/June each year
Gender responsiveness of councils	COE verification - Gender Score Card (GSC) - Councils score themselves against 25 institutional gender indicators and use these to benchmark progress	Drivers of change profiles; Changing Lives Analysis	Annually in March
Gender responsive budgeting in councils	Computation of council contributions to gender work - budgets, in-kind, fund-raising	Case studies on resourcefulness presented at annual summits	Annually, before and during summits
Support by councils to the *Ending Violence, Empowering Women* project	20 question score card	Profiles of supportive councils. Focus group discussions with participants. Facilitators debrief	At the end of phase one (in future will form the basis of an MOU)
Changes in gender attitudes	Gender Progress Score	Drivers of Change profiles	Before and after the development of local action plans to end GBV
Enhanced agency and income of emerging entrepreneurs.	Gender Empowerment Index (GEI) consisting of:	"I" Stories or first- hand accounts; Drivers of Change profiles	Before and after training of the survivors of gender violence
	Relationship control index (power to negotiate within a relationship)		
	Lifetime experience of GBV (adapted from GBV indicators survey)		
	Attitude survey		
	Agency (confidence, self-assurance)		
	Entrepreneurial flair		
	GEI Plus - comparative income; rating of experiences, of the programme		After phase one
OUTPUT			
No. of COE and stages completed; no of gender action plans	Epi-info	No. of Drivers of Change profiles	Monthly
No. of GBV survivors trained	Epi-info	No. of "I" stories at the beginning and end	Ongoing
No. of case studies gathered at summits	Website	Analysis of the case studies	Annually

Source: Gender Links

Ethical considerations

Interviewers emphasised to respondents that participation in the survey was completely voluntary and that all information they provided would be confidential. After the briefing, respondents signed a consent form before completing "I" stories or completing the GEI survey. To ensure anonymity, interviewers identified all questionnaires using non-consecutive study ID numbers. The study thus cannot link respondents to their questionnaires.

Data management and analysis

Quantitative data: Participants completed the GEI manually. Data capturers uploaded the data in-country.



Qualitative method: Speaking out can set you free: the "I" Stories experience: The qualitative component of the study compliments the GEI survey and detailed personal accounts of GBV and any subsequent changes in experiences and attitudes brought about by interventions of GL or the local council. The stories shed light to the impact of the intervention on women's ability to leave abusive or negotiate safer relationships as a consequence of increased personal and economic agency. This study used the "I" Stories methodology to gather the experiences of violence against women. The method involves gathering women's first-hand accounts of physical, sexual, psychological and economic abuse before and after the intervention.

Analysis: GL coded the stories and categorised them into the different forms of violence. The study reviewed a sample of "I" stories. Excerpts in the book provide a glimpse into the outcomes of the qualitative research findings.

Storage of information: GL scanned hard copies of research materials and these are stored on SharePoint and quantitative data uploaded electronically for verification, analysis and storage.

Limitations

The survey sampling methods presented limitations such as:

- The absence of a control group.
- Broad selection criteria, based on those seeking services from their local council for GBV prevention. Pre-selection interviews should be more vigorous in future.
- The initiative excluded male partners. A few reacted negatively. An important design consideration in the future is how to ensure that men feel included, especially those who have been abusive and or have the potential to be abusive again.

Despite these limitations, the programme and its vigorous results framework, have yielded promising initial results and learning that can be used to upscale this work in future.



4. INDIVIDUAL CHANGE - BUSINESS SKILLS AND INCOME



Ntomboxolo Mrubata from the Bitou municipality in the Western Cape Province of South Africa showing off the Joy Community Laundry Project that came about as a result of the training. *Photo by Gender Links*

Key points

- 91% of the participants completed a business plan and 79% followed through on the plan.
- The average increase in income per month for the region is R526; the overall increase in income in 2015 as a result of the project is R10.8 million; a 66% increase.
- 59% added new products and 54% found new markets; 48% indicated starting a new business and 29% increased the size of their business; 41% opened a bank account. 28% hired staff
- Use of computers grew from 18% to 68%. 35% increased email usage.



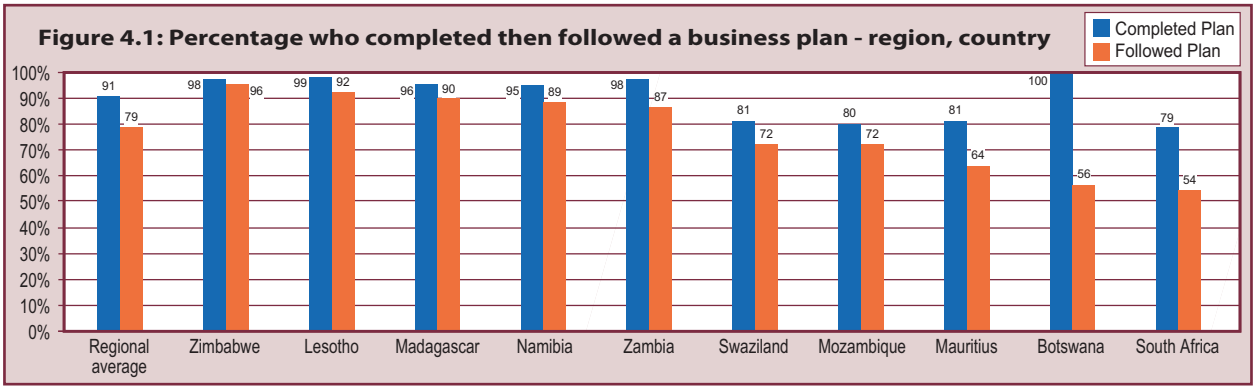
Entrepreneurship training in Seate Council, Lesotho. *Photo by Ntolo Lekau*

"As a woman who has depended on her husband's salary, life was very difficult as I did not have an income. I was empowered and given so many ideas about how to start a successful business during the training and from that time my business has been doing well. I just had to put into practise what I had learnt. After the training I decided to plant vegetables with the intention of selling. After drawing up an intensive business plan and doing market research, I started my business and it is doing very well. I am making enough money to support my family and I am able to help different orphans in my community. I now have a big market and people from around Mokhotlong who come to buy vegetables from me. I am really making good money and I have even opened a bank account for the very first time in my name and that makes me so excited."

Makabelo Nqaphane from Seate in Lesotho

The *Empowering women, Ending violence* programme set out to establish the potential for economic independence to reduce GBV. The project aimed to increase financial and business opportunities for women who have experienced abuse as a tool for increasing self-reliance and enhancing the ability of women to negotiate positive relationships. This chapter documents the extent to which women who completed the three-stage training learned and applied new skills. The chapter also documents the constraints faced, as these are important for improving the model in future.

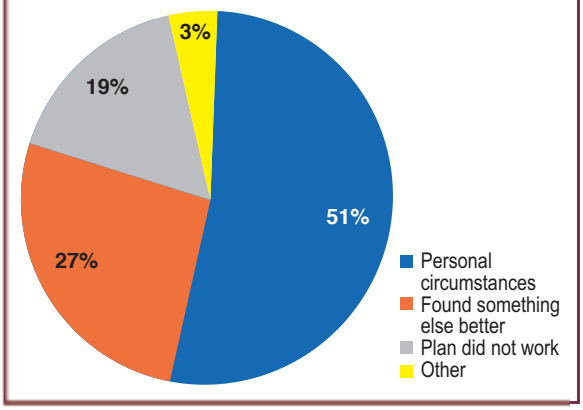
Figure 4.1: Percentage who completed then followed a business plan - region, country



Source: Gender Links

Figure 4.1 shows that on average 91% of participants developed a business plan with 79% following through on the plan. Botswana had the highest level of completion of plans at 100% but only 56% followed through. Zimbabwe demonstrated the greatest consistency with 98% of the women completing a plan and 96% following through. South Africa scores lowest for both the completion (79%) and follow through (54%) of plans.

Figure 4.2: Reasons for not following the plan



Source: Gender Links

Figure 4.2 summarises the reasons given by women for failing to follow through on the plans they had developed. At 51%, "personal circumstances" such as family responsibilities, time constraints and lack of support featured highest. A total of 19% found that their plan did not work in reality and 27% tried their plan but found that something else worked better for them. A number of women also found jobs as their first choice. The later are all positive unintended consequences. However, in future it may be necessary to screen participants more carefully to ensure that they really wish to pursue entrepreneurship as a career. In the majority of cases, the programme introduced the women to the idea of entrepreneurship, which they embraced, as illustrated in the example below:



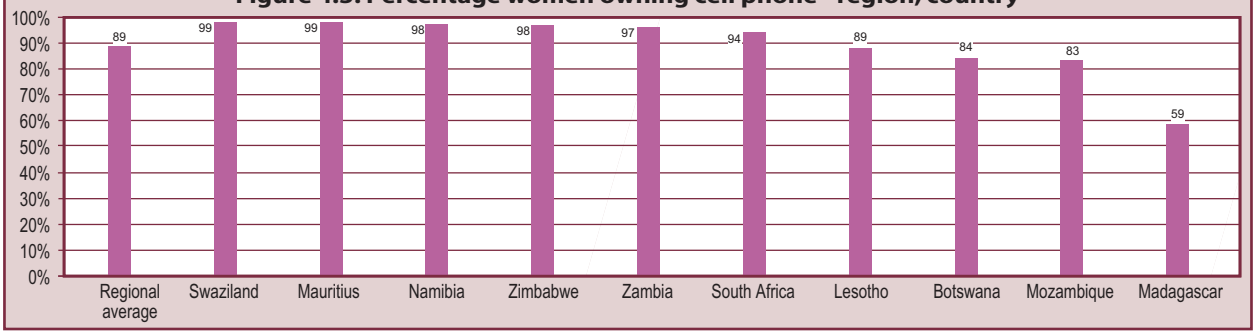
Noelette Simirone talking to the media about gender based violence during the Sixteen Days of Activism. *Photo by Anushka Virahsawmy*

"I never thought of making it a business to alleviate my financial problems. However I was already involved in a small business which involved selling cakes and other foods which I made myself. But it did not work as expected. One reason was that I did not know how to manage a business. Today I am a skilled breeder and I possess twenty laying hens, fifty hens and ten ducks. With their manure I even manufacture compost for sale. I learned how to make full use of my resources and capabilities."

Noelette Simirone of
Black River District Council, Mauritius

Use of technology

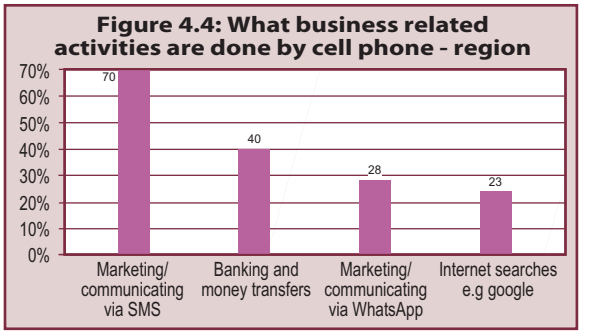
Figure 4.3: Percentage women owning cell phone - region, country



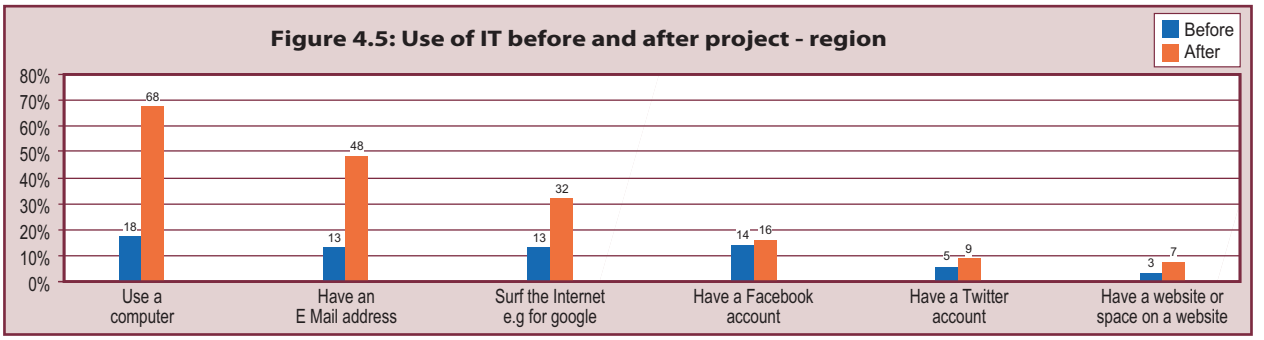
Source: Gender Links

Figure 4.3 shows that on average 89% of the women had cell phones. In Swaziland and Mauritius this figure rose as high as 99%; Namibia and Zimbabwe to 98%; Zambia to 97% and South Africa to 94%. Madagascar, where only 59% of the participants had cell phones, registered the lowest coverage. What is interesting is the way that women have adapted the technology for their businesses.

Figure 4.4 shows that 70% of the women use SMS's and 28% WhatsApp for marketing. 23% of the women use the Internet for gathering information and 40% use cell phones for banking. This shows the huge potential for optimising use of cell phone technology in the future.



Source: Gender Links



Source: Gender Links



Computer lesson during the Entrepreneurship phase 1 training at the Nhlangano Casino Royale, Swaziland. *Photo by Zethu Shongwe*

The programme covered basic computer skills in phase one. This included an introduction to a computer and basic Microsoft functions such as word, Excel, email and the Internet. As reflected in figure 4.5, use of computers rose by 50 percentage points from 18% to 68%. The use of email rose from 13% to 48% and "surfing the net" from 13% to 32%. The use of Facebook, Twitter and websites all scored lower but showed some increases in usage. The following examples show what learning on IT meant for the women involved:



Participants learning IT basics in Mauritius. *Photo by Anushka Virahsawmy*

"I learnt so much about the course and no wonder I developed a love for entrepreneurship though I have done a diploma in secretarial work, I was now keener to have my own business and I decided to take on something that I love doing. I was making small greeting cards back in time but I was not marketing it enough to sell the products I made. I learnt from this course how to market my products, how to put a price on it, how to calculate profit and loss and how to proceed with payment. These were actually things that I was unaware of. The basics for managing business made me more knowledgeable and I was very sure that if I follow the right track, I will succeed. I started to expand my business and do more colourful greeting cards. I took pictures of the cards and I posted it **on Facebook and online selling groups on Facebook** which allowed me to reach a larger audience and I started having a lot of people placing orders for cards. The cards that I made were small cards that could go along very well with a gift, a bouquet or even a cake! The practical side of the card created more audience."

Vanida Mootoosamy, Quatre-Bornes in Mauritius

"I have enjoyed this training because shy as I was, now I have become quite self-confident and talkative, enjoying going to the cyber-café. I had never used a computer, but now I have an e-mail address, I can write and communicate with SMS".

Heliarivelo Mampianina from Manjakandriana in Madagascar



"When I was told we would be taught how to use computers I was very nervous as I had never used a computer before. Never in my wildest dreams did I see myself using one. My age and vision were also my greatest worry. When we did our computer lesson it was fun and nerve wrecking at the same time. I did not want to press the button hard fearing that it may break. The facilitator was very patient with us and helped us to understand." *Sylivia Monthe Serowe*

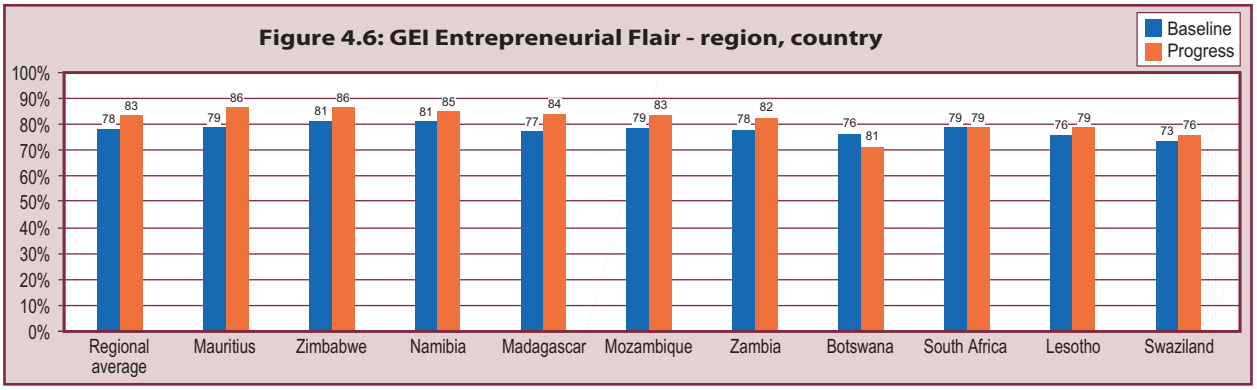


"When Rosemary Kakompe told us that we would be learning how to use computers I was terrified. I did not think I had the basic knowledge to learn how to operate a computer. But she was very patient and understood that most of us had little or no experience with computers and she helped us learn and understand."

Cynthia Sondoi, Livingstone Council, Zambia

Entrepreneurial flair

The programme aimed to transfer constructive, practical and applicable knowledge and tools which the survivors can use to improve their lives emotionally, physically and economically. Part of the GEI survey focussed on the women's perceptions of their entrepreneurial flair. Questions included: "I have a desire to succeed in whatever I do, if at first I do not succeed I am prepared to try again." Some questions were more technical, such as "I can forecast my income and expenditure."

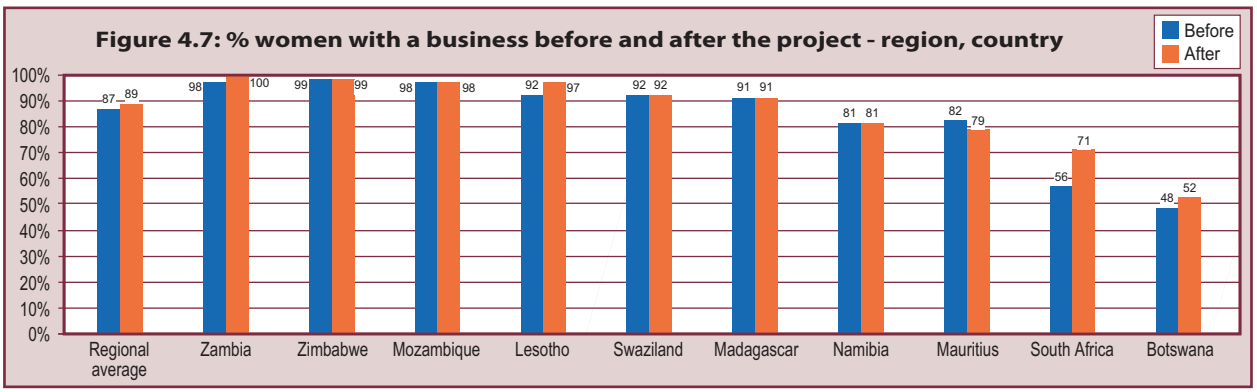


Source: Gender Links

Figure 4.6 shows the overall the entrepreneurial flair score increased by five percentage points, from 78% to 83%. The relatively high baseline scores showed a high level of confidence in participants' understanding and ability to be entrepreneurs before the training. At 86% Mauritius and Zimbabwe registered the highest follow up score, with Namibia, Madagascar, Zambia and Botswana all scoring above 80%. Swaziland registered the lowest follow up score (73%) but even this was a three percentage point increase on the baseline.

Business activity before and after the programme

The region appears to not have a strong entrepreneurship development framework to support women; especially women in poorer communities and rural areas. Access to finance is scarce which also poses a challenge. Resource poor communities are largely excluded from credit granting facilities in banks and access to micro finance is not freely available or geographically convenient. Some of the COEs did not have the infrastructure or market potential for women to set up sustainable businesses.



Source: Gender Links

Figure 4.7 shows that the proportion of women with a business increased from 87% to 89%. South Africa scored the highest change with an increase from 56% to 71%. Lesotho records a five percentage point rise (from 92% to 97%).

Challenges

Table 4.1: Challenges encountered after the training			
Area assessed	**Not challenging**	**Challenging**	**Very challenging**
Access finance	23%	35%	41%
Access infrastructure like buildings	33%	30%	37%
Find markets	49%	30%	21%
Keep records of your income and expenditure	54%	25%	21%
Apply the information you learned	62%	25%	13%

Source: Gender Links

As reflected in Table 4.1, participants rated access to **finance and appropriate spaces to trade** as the greatest challenges, followed by finding markets, keeping records of expenditure, and applying information learned. The following excerpts from focus group discussions during the follow up review reflect the challenges faced:

The focus group interview in **Savanne, Mauritius** identified finance as the main barrier to getting the businesses started. A few women shared the problems they face with children or other family members who are drug users and put pressure on them for finance. Partners and family members not trusting them to succeed in a business is another barrier. They all said that support from the council should be improved to help them go further. Participants in **Quatre Bornes** said that the council had been very helpful in getting them their permits and all legal papers to start a business. But they highlighted that there are not enough places to access funds to start or sustain their businesses especially because they do not have assets to put down as collateral or have full time jobs.

In **Lavumisa, Swaziland** "one of the major challenges has been the lack of infrastructure leading to long distances to buy stock and transport costs at times are higher than the product cost. One of the ways that the women have tried to increase sales has been to approach the council for permission to extend their trading hours because of the trade they would get from the nearby boarder post. There are individuals who need support to improve their literacy and numeracy."

In **Hlatikuku**, "there is no adequate infrastructure for businesses since the town is still developing which is a challenge for the entrepreneurs. The town is isolated, small and still developing. This means the participants have to travel long distances to get their purchases. Their clients and potential clients are from rural areas who are sensitive to price movements as their disposable income is very low."

In **Nhlangano**, the focus groups said that "The challenge for the business environment of this town is that a majority of the clients are day visitors from the rural areas and their disposalable income is relatively low. Such that they have to depend on tourists who are passing by as the town is next to the border."

Dr Khanyasile Dlamini, Swaziland facilitator

In **Victoria Falls**, a Zimbabwean town on the border with Zambia, participants are facing stiff competition with Zambian entrepreneurs who are flooding the market with cheap products. The Victoria Falls Municipality has excelled in ensuring that the business activities of the participants are licensed. The women hope that the municipality will allocate them residential stands so that they will have houses registered in their names.

Figure 4.8: How women have enhanced their business because of the project



Source: Gender Links

Despite the challenges, figure 4.8 on how women have enhanced their businesses as a result of the project to be very encouraging. 67% grew their businesses, 48% started a business, 59% diversified their product base and 54% found new markets. Interestingly 41% opened a bank account to save and control their money. These are significant changes. The importance of product diversity, finding new markets, visibility, customer relations, business space and financial management are reflected in the follow up "I" stories. What is most encouraging is the extent to which women attribute the improvements to the training.

Women were able to improve their business practices and become more successful, or to diversify, as illustrated in the example that follows:

"My business is landscaping and construction. I formally registered it in 2005 but it was not very productive. At one point I even thought of closing it down. But since I started with Gender Links I have been able to restart my business. I have managed to sell my products to the business community in Chobe including government departments and I have been awarded tenders that have helped me to grow my business. In all the places I have done my landscaping I try to recycle and use the locally available resources. In some cases I try to change areas from their original use to beautiful flower gardens. I have also had an opportunity to be visited by dignitaries from government to see my project. I am able to make enough money to take care of my family. "

Gladys Simon from Chobe in Botswana



Gladys Simon has expanded her landscape business. *Photo by Mboy Maswabi*

"All along I have solely relied upon income from my work as an automotive mechanic. But after the training I decided to diversify and start a business that would give me more income. Alongside my usual business, I now own two restaurants at the market where people can buy food while having their vehicles fixed. I also recently opened a cosmetics shop at Maramba Market to cushion any economic shocks when my other businesses aren't doing well. I am better off now and happy, thanks to the training."

Diana Nampasa, Livingstone, Zambia

Several women shared how the training had prompted new ideas as illustrated in the examples that follow, that range from livestock to ethnic tourism, to renting out rooms:



Celestine Raharisoa from the urban council of Ambatondrazaka in **Madagascar** attended all the steps of the training and applied the advice. After doing market analysis, she took out a loan and began to supply fish three times a week. In only two months, she paid back all the money she borrowed. Now she is planning another business on livestock. "My life has really changed, I could buy foods for my children, I could buy furniture, dress my children well and help my family," she says.

"The business I run is that of a cultural home. I am from the Chobe area which is the hub of tourism in **Botswana**. I realised that in my country there are not many people offering a feel of the Batswana Culture which gave an idea to start the business. I built different traditional houses so that those visiting Chobe can come and see various cultural activities such as pounding mealie meal, cooking traditional food and other activities. Although the business is still getting started I feel very proud to be starting up such a business in my locality and hopefully in the long run I will be able to employ others. Winning at the summit was proof that my project has potential."

Sense Mokoti from Chobe in Botswana

Nomcebo Dlamini, an entrepreneur from **Swaziland** who is developing a business for plus-sized women, and women with disabilities. She claims that Gender Links built her confidence as a business woman, and now she wants to pass that confidence on to her clients.

"My dream is to dress people like me so they can be comfortable in their bodies and have the confidence to lift their heads high. Looking good is feeling good and, as a plus-sized woman, who is also disabled, I know what would make another woman like me feel good and also look comfortable in," says Dlamini.



Nomcebo Dhlamini making a presentation on her Plus Size business at the SADC Protocol@Work Summit in Johannesburg in 2014.
Photo by Gender Links

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

A number of women indicated that they understand the importance of financial planning and saving: Dr Khanyasile Dlamini, the entrepreneurship training facilitator for Swaziland, shared these stories: "One of the participant women sells fruits to school children during the day and at night she has been selling beer. During Phase two she complained that she works hard, her products are bought but she does not bring much home as she does not know how she spends her money. We used her case to prepare a cash flow on how to manage your cash and how to manage stock. During Phase three she shared that her financial

well-being has improved because she applied the principles she learnt during the programme. Another she said "sells households goods and has increased her market share to such an extent that people from the surrounding areas buy in bulk from her. This has enabled her to be financially independent." The following examples from around the region also illustrate how financial literacy has been applied to improve business performance:



Claire Razanamady from Bongatsara council in **Madagascar** noted that she had to keep an account book to record her income and expenditures, and above all, she had to separate her own expenses from the business. To do this she decided to expand her breeding activities from 6 to 36 hens. Besides this activity, she continues embroidery. Her revenues with farming serve as savings, and she lives with the revenue she gets from the embroidery. A tangible result from the business is that has changed her straw roof to a more durable one. "I am a woman who is actively working on the con-struction site. But the bigger part of the picture while working is that I was cherishing a dream. My dream is the construction of a small boutique where I can sell fresh fruits, vegetables and cakes as well as frozen food. I was afraid just thinking of the project and knew how tough this could be. Furthermore I did know how to manage my budget. I was a person who enjoyed spending as soon as I get money. So, it became difficult for me to put aside some money. Gender Links taught me the basics of accountancy and budget and have since started to save money. I now know how to prepare a good budget and is confident that I can start my project and at the same time making my dream come true."

"The most useful thing about the training is the fact that I was taught how to save money from the business and this has been a major lesson for me and I can see the improvement. Before I attended the training I had a small business of selling cool drinks and airtime at my house. In June 2015 I started to venture into a new business of renting out rooms. I am hoping to finish the building by June 2016. So far I have built two rooms with bathrooms to rent. It was at the Gender Links workshop that I got the information and the encouragement to build these rooms. I am managing to do this project all by myself.

Ndobela Misolwa Vutisa from Phalaborwa South Africa

"I have learned about marketing, pricing and to have good relationship with my customers. Now I provide my children with all their needs and spoil myself. I used to sell food on the street but now I am doing safety and security services. The workshop was very useful and if it was not for this workshop I would still be sitting at home. I was a victim of violence and abuse from my partner and he always shouted at me. Now he has changed and things are not hard like before. I have employed two women in my business. My business is still small but I can now take care of my children. Women must change, be recognised and be independent."

Jeaneth Mbetse from Phalaborwa in South Africa



Mantahli Cheche is now able to balance her books. *Photo by Ntolo Lekau*

"There was a time when I wanted to give up because I realised that I was not selling much as there were so many of us and people were not attracted to what we were selling. GL was able to help me

understand how best to market what I sell and also the importance of choosing the right location for the business. After attending three phases of the workshops I started to look at life in a different way. I learnt so many things that changed me totally; I was able to keep books, record business transactions and reconcile my books. I am now able to pay my salary every month after balancing the books. This is something that I had never done before. I had even sometimes used money that was supposed to buy stock for other things. I had lost hope, but GL was able to help me get my life back and I am so grateful for that."

Mantahli Cheche from Botha Bothe in Lesotho

I have learnt that financial discipline in business is very important. I do not spend money on impulse, I know that all costs must be budgeted for and I avoid spending unnecessarily. I always sell my linen on a cash basis and if not customers have to pay extra for the goods they purchase on credit. Before the training I was not so much into business I would buy between 60-120 meters of linen that I would sale and wait for the month end to buy more goods. But now I am awakened and I make sure I never run out of linen to sale. Now I buy between 180-300 meters of linen to ensure I have a steady cash flow of income to keep me going with my business."

Naomi Seulu, Solwezi, Zambia

The emerging entrepreneur awards at the annual SADC Protocol@Work summits affirm good practices: Business plans were assessed and scored for at district, national and regional summits in 2014 and 2015. The businesses are categorised as start-ups or existing businesses and are judged accordingly. A winner and runner up is selected from each COE to represent their councils at national summits. The national winner's then represent their countries at the regional summit which brings best practices together from all the 15 countries that GL works with. Below are some examples of winners at the various summits, and what has propelled them to stardom:



GL staff member Fanuel Hadzizi buying from a start-up Entrepreneur, Sense Mokoti. *Photo by Mboy Maswabi*

The business I run is that of a cultural home. I am from the Chobe area which is the hub of tourism in Botswana. I realised that in my country there are not many people offering Batswana a feel of the Batswana Culture hence the reason I started the business. I build different traditional houses so that those visiting Chobe can come and see various cultural activities such as pounding mealie meal, cooking traditional food and other activities. Though the business is still starting I feel very proud to be starting up such a business in my locality and hopefully in the long run I will be able to employ others. Winning at the summit proved that my project has potential"

Sense Mokoti from Chobe, Botswana

"I bake and sell bread using the wood and the traditional oven. This is a very unique business because people are used to the bread sold by bakeries. My customer base consists of people from the village, students from a nearby schools, I also deliver to clinics and the bus stop. I also receive large orders from the people who have funerals and who hold ceremonies such as the graduation.

I find this business fairly easy to run because it is easy to get raw materials such as ingredients for making bread from nearby businesses and I do not pay for the wood that I use to bake the bread."

Maputsoane Leboea from Mohale's Hoek, Lesotho



Maputsoane Leboea after winning the entrepreneurship award during the National summit in Lesotho. *Photo by Ntolo Lekau*

"The business is run by the Vaal River Women's Forum. I am the initiator, director and the founder of the business for solar system installations. The idea is that the solar panels will help create energy. One of the advantages of solar power systems is that almost all the electric appliances within the house will function with the provision of energy from solar. The business will sell these solar panels to the community at reasonable and affordable prices." *Rose Kwebu from Emfuleni, South Africa*



"The business is a local dining place that accommodates the working class young people who do not necessarily have time to cook and work long hours. The establishment serves food during the evenings as well as light lunches and breakfast or those who would like to grab something to eat before and during their work day. The Kleurwiel serves traditional South African homemade food which is appetising to both the local people as well as wide variety of people, those who pop into town for a local experience as well as tourists from out of town as well as from other countries."

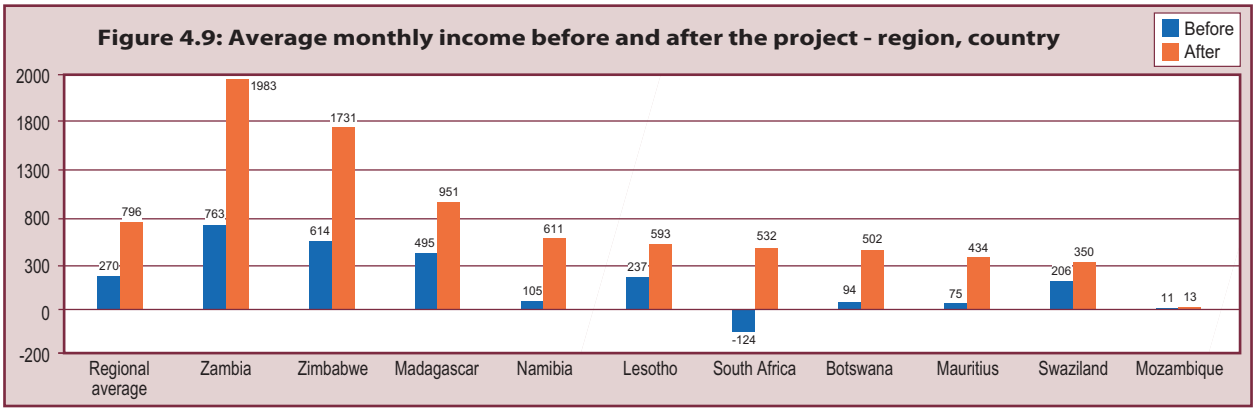
Matzikama South Africa



Changes in income

The project aimed most crucially to improve the income survivors. The supplementary GEI honed the questions in the baseline and follow up GEI to determine the extent to which there had been a change in income. Once again the "I" Stories provide descriptive enhancement to the experiences of women who have reduced GBV through the acquisition of skills and the ability to earn income through their businesses.

Figure 4.9: Average monthly income before and after the project - region, country



Source: Gender Links

Figure 4.9 shows the regional average increase rose from R270 of R796 per month. The highest rise in income is reflected in Zambia at R1 983 average income per month; followed by Zimbabwe at R1 713. With the exception of Mozambique and Swaziland, income levels rose appreciably. This is an important outcome and does demonstrate a positive outcome in their financial situation for many of the women as illustrated in the examples that follow:

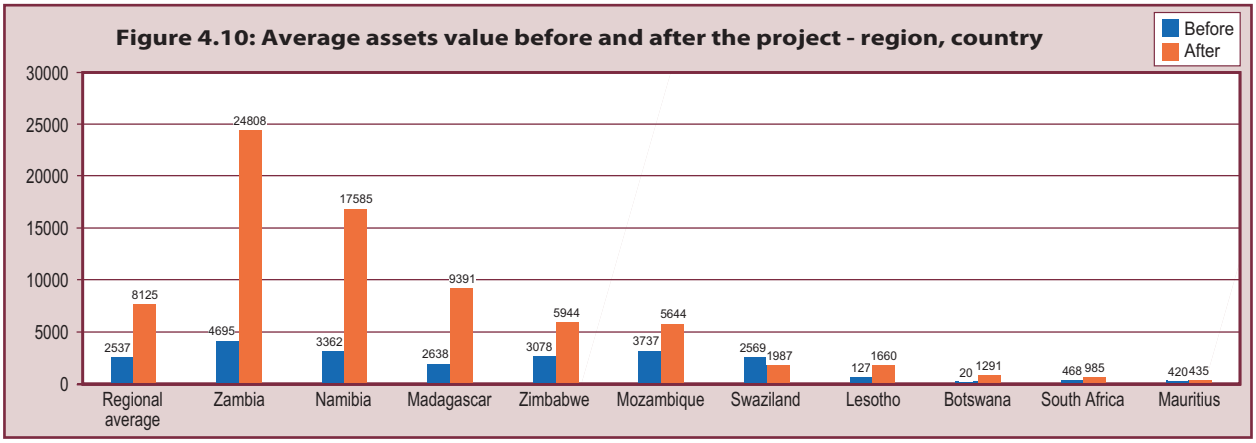


"What I was going through before was too much but now it is better and others are seeing that am getting help, because before I used to have to call the police. Even if he left and left me with no money I do not care because I can afford to buy food for myself and my kids, without saying anything to him. Now I can sit down with my husband and talk about our problems, even if he wronged me I tell him that I am not happy with what you did to me and he says sorry. Even if I wrong him myself I ask for forgiveness. There is peace in my house. It's good to have money, people don't take you for granted and they respect you. You also become independent, even your husband respects you because you are no longer dependant on him for money."

Victoria Mulaudzi from Vhembe in South Africa

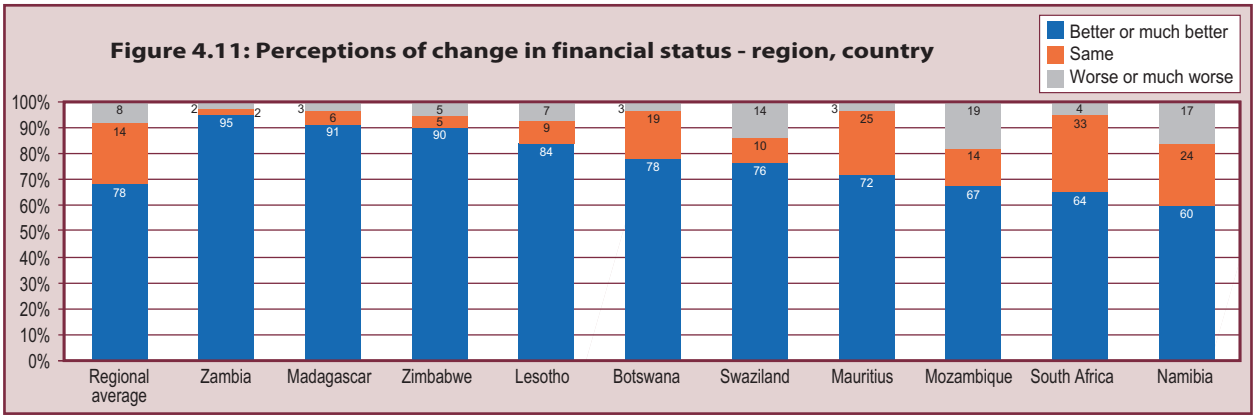
"I learnt how to interact with people from diverse backgrounds and create links with high profile people in my community. Before I joined the programme I was living below the poverty line but the programme propelled me to the middle class level in the community. I am now a proud owner of valuable assets and I always have disposable income." *Sibusisiwe Masina, Bulawayo*

Figure 4.10: Average assets value before and after the project - region, country



Source: Gender Links

Figure 4.10 shows a regional increase in asset acquisition of small or large items for businesses from R2 537 to R8 125. Zambia and Namibia show the most substantial increases; followed by Madagascar. Swaziland, Lesotho, Botswana, South Africa and Mauritius show the lowest increases.



Source: Gender Links

The GEI further investigated perceptions of being better off financially following participation in the programme. Figure 4.11 gives the regional average for "better or much better" at 78% which seems to indicate that in most cases women felt and believed they were more financially empowered. The average regional score for being worse off at 8% is exceeded in Swaziland, Mozambique and Namibia which record higher levels of being worse off. Swaziland also has recorded low levels of income improvement. Mozambique likewise scores low for income and perceptions of income improvements. Zambia, Zimbabwe and Madagascar reflect the highest levels of being better off financially. The perception of being better off is illustrated in the case study that follows, from the Western Cape Province of South Africa.



Letitia Jacobs on the farm that she is now running in a more profitable way. *Photo by Ntombi Mbadlanyana*

"The day I met Gender Links my life changed because I had never thought about registering my business formally, let alone approaching an agency to assist me in my business. The training has taught me to have the courage to do something more with my life. Once I understood the basic principles of business and the way to think of profits and keeping a record of my expenses, I started to make more money. I also told my customers that I would mark up the prices, and they did not mind. I also started to sell fresh produce like chickens, eggs and fresh milk. I began to plant a vegetable garden that is growing very well and hopefully I will be selling those products soon. The training helped me to think of moving into different markets. I think the other thing is that my family, especially my children, and community members also started to notice how serious I had become about my business. I also want to join the local market and sell my produce to more people."

Letitia Jacobs from Witzenberg in South Africa

5. INDIVIDUAL CHANGE - PERSONAL AGENCY



Driving change: Gloria Titos from Mandlakazi in Mozambique, shows off the car she has been able to buy as a result of participating in the programme.
Photo by Dorca Buque

Key points

- 87% of the women drew up a personal development plan and 82% followed through on their plan.
- 31% did not follow through because of a lack of support from partners; 15% because of ongoing abuse.
- The regional agency progress score increased from 76% to 78%.
- The gender progress score for the women participating in the programme (70%) is seven percentage points higher than the community gender progress score of 63%, showing greater gender progress of the women than the communities in which they live.
- Overall, the GEI (a composite score comprising all the key indicators) rose marginally from 66% to 67%. This shows that the change sought by this programme is gradual. However, the first-hand accounts show that change is taking place, and needs to be sustained.



Mafumanang Sekonyela showing off her certificate after winning at the National Summit, Maseru Cabanas Lesotho. *Photo courtesy of IEMS*

Mafumanang Sekonyela from the rural area of Mapholaneng in the Mokhotlong district of Lesotho married at a young age to a teacher. They had a happy marriage until she fell sick. Her husband ill-treated her and left her by herself in the house despite her illness. One day her councillor visited her and told her about GL's entrepreneurship training. She decided to go and immediately felt at home despite not feeling well. She persevered with the course and produced a well thought through business plan that resulted in her attending the Lesotho National Gender Summit in Maseru in 2014. She won the national award and had to apply for a passport for first time in her life to participate in the regional SADC Gender Protocol@Work summit. During the summit, GL arranged a study visit to the Maponya Mall in Soweto. One of the businesses expressed interest in ordering the flowers that Mafumanang makes in her business. After the summit she rushed home excited about the new market opportunity. She got big orders and had to hire two women to help her. Sekonyela now goes to Johannesburg four times a year; an empowering experience. She has opened a bank account for the first time in her life; is able to pay her kids school fees and takes care of her family.

Sekonyela's story shows how entrepreneurship has changed her life through personal agency. Agency is described as "Your ability to take action, be effective, influence your own life, and assume responsibility for your behavior which are important elements in what you bring to a relationship. This sense of agency is essential for you to feel in control of your life: to believe in your capacity to influence your own thoughts and behavior, and have faith in your ability to handle a wide range of tasks or situations. Having a sense of agency influences your stability as a separate person; it is your capacity to be psychologically stable, yet resilient or flexible, in the face of conflict or change."[1]

Developing a sense of personal control in the individual and close relationship realms of power is a critical part of dealing with feelings of inadequacy and low self-esteem when faced with situations that undermine your sense of self.

The integration of life skills with entrepreneurship aimed at building self-confidence and the capacity to make the positive changes needed to enhance financial independence. Starting or growing a business requires a level of self-confidence and belief in one's ability to succeed. Through this combination of skills GL aimed to enhance the participants' self-assurance along with the development of basic business management tools; to boost agency in both areas of personal capacity.

The life skills training

The programme aimed to help the survivors understand key concepts that help to explain gender inequality, gender based violence and the impact that this has on the life experiences of women. Participants worked in groups to understand the content. The programme defined the differences between sex and gender and the social constructs of

[1] https://www.psychologytoday.com/blog/the-white-knight-syndrome/201009/your-sense-agency-are-you-in-control-your-life

inequality. The course explores the links between gender inequality and GBV. The groups broke down the different types of GBV, including economic, physical and sexual abuse. Many of the women had not understood these different aspects of abuse and this helped them to understand their own experiences. The content also included understanding concepts such as self-esteem, self-belief and the impact GBV had on undermining the survivor's sense of self.

Women drew trees of life; each part of the tree represented various aspects of their lives:

- The roots represented the background and influences which shaped their lives.
- The trunk represented the structure of their life at the time.
- The leaves represented our sources of information and learning such as the media and life experiences.
- The fruits represented achievements and personal victories.
- The flowers represented desires, hopes and dreams for the future.



Participants in Vhembe South Africa showing their trees of life.
Photo by Judith Maneli

For many of the women sharing their stories and understanding GBV in the context of gender relations proved to be a turning point in their ability to develop ways of addressing the abuse in their lives, as illustrated in the examples below:



"During our first training with Gender Links, we were encouraged to share our experiences as a way of healing. One woman told us her experience, it was very touching because she said her husband would beat her for allowing her parents to visit them but when the parents were there he acted as if everything was fine and he complained to them about not visiting. This made me realise that my life's challenges were not as bad as I learnt that other people are more abused, especially by their boyfriends or husbands. Money is always the main cause of this. The project that I am involved in is beading and I am creating products like necklaces and earrings. Currently, I have a trade license to create different animals using beading. When I met with Gender Links I was in a great deal of pain because of the abuse I got from my family members. During the training I met other women with different challenges and motivating stories (guidance), this really helped me a lot because they managed to assist me and console me. I also learnt how to open a business from this training."

Kelebogile Tsuba, Lobatse, Botswana

"I am no longer experiencing gender based violence since I started attending the Gender Links workshops. The workshop really helped to reduce abuse in my family. My business grows fast, many people start flocking to me asking how I managed to be where I am today. I became a role model in my village because people look at me for financial advice and good advice in term of their own well-being." *Ely Paulus from Ongwediva in Namibia*

"I am a survivor of GBV but now things are fine I am not experiencing any abuse anymore. I had experienced abuse for so long in my life but I don't let anyone abuse me or any other person close to me, without saying or doing something. I am a pillar to my family and young girls in my family. Most of the women staying in abusive relationships are staying because the men are the ones putting the

food on the table. The women are not working and most of the girls are now only making more babies, which I think is the biggest mistake one can make. You don't have a word in the house if you not working. I speak to young women about being independent, to never depend on men for anything in their lives and that there are opportunities for them." **Sgidcava[2] from Midvaal in South Africa*

"I have been abused by my boyfriend for 15 years, I was staying with him and he would leave me in the middle of the night to go to other women and when he come back in the morning if I asked him where he went he would hit me. He would not give me money for food. He was always telling me that one day he would kill me. I was invited by a friend to come for the Gender Links training and after the training I then realised that I have been abused all these time. I started with the training in 2014 and I attended all the three phases. The importance of this training is about speaking out about the abuse and there is nothing I found more useful. I was abused by my boyfriend but now we broke up and now I am able to stand with myself. Before the project I was at home doing nothing, I was scared thinking that people will see that I have been abused in my house. Now I buy clothes and sell to my community. The training has helped to realise my importance as a woman in Witzenberg. I am now in a position to talk to other woman who are in the same situation I used to be in. My business is very important to me because I am no longer suffering like before. And for that I would like to thank Gender Links and hoping that you will be able to help other women as well. By the year 2030 my business will be well established because of my confidence and my hard work and I will teach other women what I have learned."

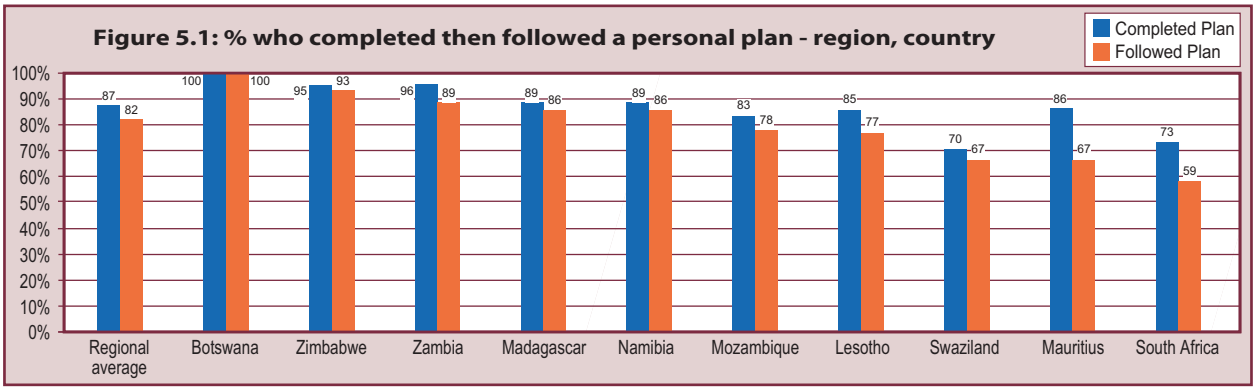
Xoliswa Mahlalo from Witzenberg in South Africa



FLOW review in Witzenberg. *Photo by Ntombi Mbadlanyana*

The women also developed a **personal development plan** to identify personal goals they wanted to achieve.

Figure 5.1: % who completed then followed a personal plan - region, country

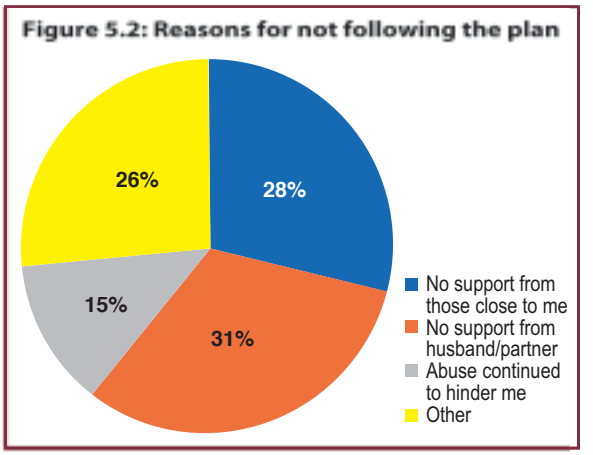


Source: Gender Links.

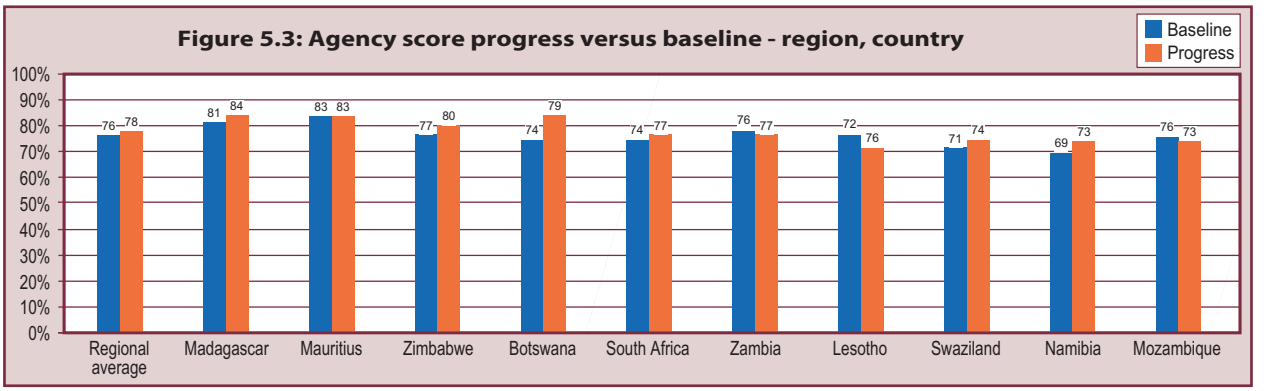
[2] This is a pseudonym.

Figure 5.1 shows a regional score of 82% for developing and following through on a personal development plan. Botswana achieved 100% completion and follow up. Zimbabwe achieved a 93% follow through. The countries that showed the highest levels of income increases (Zambia, Zimbabwe and Madagascar) all scored high for the follow up of personal development planning; showing a strong correlation between goal setting and achievement of financial improvements. South Africa scored the lowest (59%) for follow up of personal plans.

Figure 5.2 shows that the reasons for not following up are related to a lack of support from people close to them(28%), a lack of support from partners (31%) or continuing abuse by partners (15%) for not achieving the goals set. The combined scores of partner related reasons (46%) indicates high levels of partner-related reasons for not following through. This should be read together with the results on relationship control in the next chapter. The results show that despite the progress, women's agency continues to be determined in large measure by partner control.



Source: Gender Links.



Source: Gender Links.

Country	Baseline	Progress	Variance
Regional	**76**	**78**	**+2**
Botswana	74	79	+5
Lesotho	72	76	+4
Namibia	69	73	+4
Madagascar	81	84	+3
Zimbabwe	77	80	+3
South Africa	74	77	+3
Swaziland	71	74	+3
Zambia	76	77	+1
Mauritius	83	83	0
Mozambique	76	73	-3

Figure 5.3 shows that the regional score for agency rose by two percentage points from 76% to 78% with only one country, Mozambique, falling backwards by three percentage points. With a five percentage point increase (from 74% to 79%) Botswana showed he highest increase, followed by Lesotho and Namibia with increases of four percentage points. This shows enhancement of confidence and self-esteem in the individual realm of power. The accounts below show how the training helped women to reclaim their lives:



Betty Kubu and family. *Photo by Judith Maneli*

"I remember the first "I" stories workshop we had, that was the most important workshop I have attended with Gender Links. It made me reflect back to my old life and things that I did not want to face as a woman. I then realised that whatever has happened to me in the past, it was never my fault, I should just let go of it and move on using all the opportunities in my life."

Betty Kubu from Midvaal in South Africa

"Gender Links workshops empowered me to rebuild my life again, free from fear. During the workshop I attended in 2013, I discovered that one in four women will experience domestic violence at some point in her life and the frightening thing is that that is just the physical violence, it does not include the devastating emotional violence. The men who abuse women tend to follow a set pattern: they are usually complete charmers desperate for power and control over their spouses and completely weaken the woman's self-esteem. In most cases my boyfriend would hit me where no one could see, he would pretend to be a charming man in public which makes it impossible to explain. After Gender Links left I realised that I was in an abusive relationship, tried leaving him but it did not work out. The beatings intensified and he would not spare my children. I never had the courage to report the matter to the police in fear of what he might do after his release. I have the know-how but I am unable to implement it because of fear."

Cedigugu Twala from Manzini in Swaziland

"I started the business without a single cent. I talked to people who gave me orders for clothes and they paid deposits. I supplied the goods and the customers met their outstanding arrears. Since that day money started flowing and I opened a hardware shop. Since I was now having a bigger business my financial status changed and I am now occupying the upper class in my community. I always have disposable income. This great achievement was made possible by the entrepreneurship programme," **Chipo Mudanda, Manyame, Zimbabwe*

"I was a sex worker, always on the street facing violence from the police. I did not know about my rights and could not do anything apart from letting the police torture me. Today I am a changed person. I am a social entrepreneur. I fight for girls on the street; girls who face violence, who are harrassed and are raped." *Cindy Trivedy from Curepipe Council*

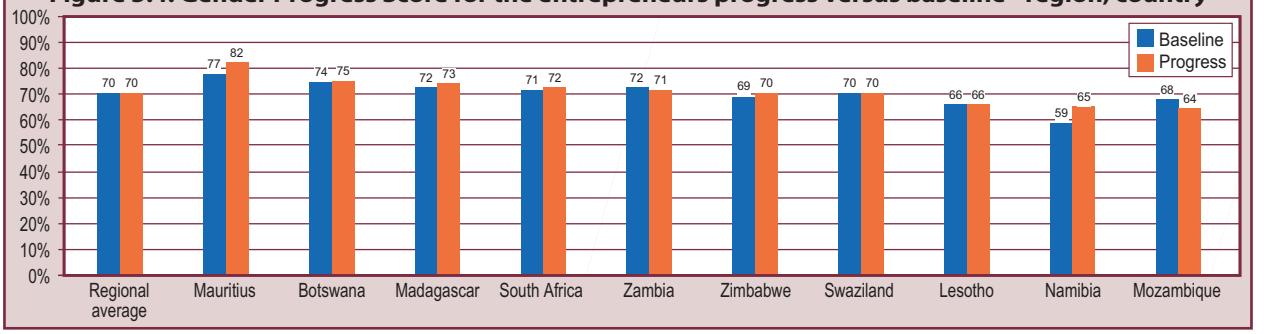


Cindy Trivedy, centre, during the FLOW review in Curepipe, Mauritius. *Photo by Anushka Virahsawmy*

Attitudes toward gender issues

Emotional strength, self-confidence and self-esteem are enhanced through the life skills training and augmented with the learning of new skills such as how to write a business plan and do financial calculations. This results in women feeling more confident and proud; gaining the respect of partners, families and their community. The training also provides knowledge and skills which can influence change in gender attitudes. GL measured the gender attitudes of the participants (as part of the GEI) and of the community.

Figure 5.4: Gender Progress Score for the entrepreneurs progress versus baseline - region, country

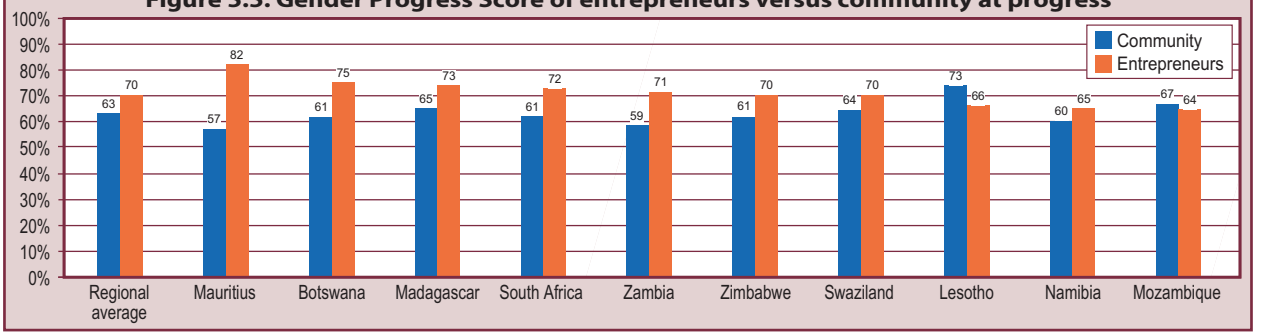


Source: Gender Links.

Figure 5.4 shows that overall the GPS of participants remained the same before and after at 70%, but with differences at country level. Namibia showed the highest increase, from 59% to 65%, a six percentage point increase. This is followed by Mauritius at five percentage points.

Country	Baseline	Progress	Variance
Regional	**70**	**70**	**0**
Namibia	59	65	+6
Mauritius	77	82	+5
Botswana	74	75	+1
Madagascar	72	73	+1
South Africa	71	72	+1
Zimbabwe	69	70	+1
Swaziland	70	70	0
Lesotho	66	66	0
Zambia	72	71	-1
Mozambique	68	64	-4

Figure 5.5: Gender Progress Score of entrepreneurs versus community at progress



Source: Gender Links.

Figure 5.5 shows an important distinction between gender progress at a personal and societal level. Overall, the GPS for the emerging entrepreneurs (70%) is five percentage points higher than that for the surrounding communities (63%). As illustrated in the table, the entrepreneurs' scored higher than the community progress score in eight of the 10 countries. In Mauritius the individual score (82%) is 25 percentage points higher than the community score (52%). Only Mozambique and Lesotho show a negative variance at three and seven percentage points respectively; indicating lower levels of gender progress personally than awareness at a community level.

Country	Community	Entrepreneurs	Variance
Regional	**63**	**70**	**+5**
Mauritius	57	82	+25
Botswana	61	75	+14
Zambia	59	71	+12
South Africa	61	72	+11
Zimbabwe	61	70	+9
Madagascar	65	73	+8
Swaziland	64	70	+6
Namibia	60	65	+5
Mozambique	67	64	-3
Lesotho	73	66	-7

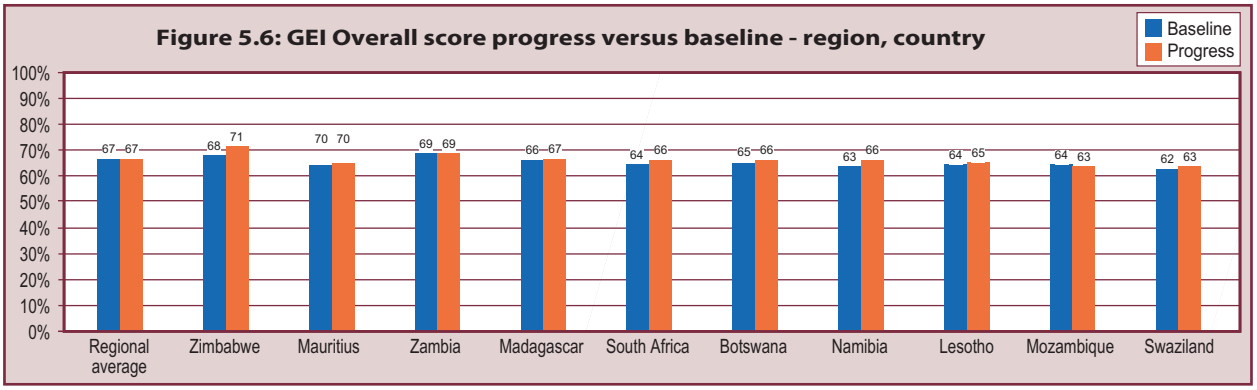
The fact that most of the women have progressed more than the communities they live in is a very positive step for the women but shows that there is still work needed with councils to engender more progressive gender attitudes. The account that follows illustrate how the intensive training assisted women in understanding gender dynamics and applying these to their lived realities:

"When I heard and learned about gender issues that happen every day in our lives, I realised that sometimes I am not the only one who goes through problems in my life. I have had the chance to learn the difference between gender and sex. I can even tell all the different types of abuse. Who knew there is economic abuse, well today I know about it. What I love the most is that I know I can become whatever I want to become and at this point being young and a clever woman nothing can stand in my way. The only thing I would really like is to see many young women getting all the information and knowledge I have today. If that could happen there won't be any domestic violence or murders caused by partners or husbands. Through "I" stories workshop we spoke and let the anger, issues and pain out that we have kept inside for many years in our lives and that has made a huge impact. My work has taken my mind off my problems and my health has actually improved. I no longer have seizures due to high blood pressure. My mind is at ease I do not need to worry about my children because I have been providing for them single headedly. To my surprise, since April this year my husband started saving money in my bank account for the children's maintenance and I had not even asked him to do so. I truly believe that it is because I am now somebody and have proved that I can do without him."

Galine (not her real name) from Gweru in Zimbabwe

The Gender Empowerment Index (GEI)

The Gender Empower Index (GEI) is a composite score that includes attitudes, agency, entrepreneurial flair, experience of violence and relationship control. GL measured the GEI at baseline, and again at the review stage.



Source: Gender Links.

Figure 5.6 shows that overall the score rose from 66% to 67%. Zimbabwe and Namibia progressed by three percentage points. Mauritius and Zambia show no progress and Mozambique was the only country that showed a negative change at -1%. These figures are gradual and tentative. Healing decades and centuries of abuse and patriarchal practise is not an overnight miracle. But the qualitative results, especially the stories of the women themselves, paint an optimistic picture. The Drivers of Change profile that follows from Namibia illustrates the virtuous positive cycle that GL sought to bring about: ending violence; positive family relations; income generation; agency; growth and development.

Country	Community	Entrepreneurs	Variance
Regional	**66**	**67**	**+1**
Zimbabwe	68	71	+3
Namibia	63	66	+3
Madagascar	66	67	+2
South Africa	64	66	+2
Botswana	65	66	+1
Lesotho	64	65	+1
Swaziland	62	63	+1
Mauritius	70	70	0
Zambia	69	69	0
Mozambique	64	63	-1



Emerging Entrepreneur trophy won by Rahelibenja Mamy Tiana Yvonne in Majunga, Madagascar.
Photo by Zotonantenaina Razanandrateta

Allensia Garab is a married woman, mother of five and survivor of gender based violence who has reclaimed her life. She has a manufacturing and sales business for the making of clothes for men and women and baking traditional biscuits and wedding cakes. Her business is located in Outjo, Namibia, where she runs the business from her home.

Garab says that she never went to school to learn about her business but she emulated her mother, also a tailor. The GL entrepreneurship training programme has enabled her to do her budget, planning and market research and her level of English has improved.

To improve the productivity of her business, she hired one person who is assisting her to do much of the work especially selling finished products and washing bakery dishes. Garab says she registered her business with the Ministry of Trade and Industry, Ministry of Finance and Social Security commission and possesses all registration certificates which allow her to operate legally. She is anticipating that one day her business will extend to other towns because sometimes she does supply cake to weddings taking place in other towns where there is a huge demand but the problem is transport.

Allensia says that her husband gives her full respect now. She also appreciates being empowered through the training and GL summits she attended where she could learn from others how they operated their businesses.

She is a member of an women support group, and of women who are raising awareness about gender based violence in Outjo. She is a well-known and respected person in her community because of the change she is bringing.

She is looking for a plot where she can build her own business. She is hoping for a loan from a bank which she can afford to pay back. She is currently engaging with the municipality of Outjo to see if they can assist. She won two awards at the GL summits: this has motivated her a lot. She says one thing she cannot forget in her life is when she travelled to Johannesburg to attend the GL regional summit in 2014 where she met different people and learnt a lot. Garab says that even though she did not win, the memorable experience boosted her morale. Her life has changed because she has money to support her family and she is planning to expand her business to other regions in order to serve more people.



Allensia Garab showing off her sewing products at the 2014 Summit in Johannesburg. *Photo by Gender Links*

6. PEACE BEGINS AT HOME



Getting down to business: Matsidiso Dlamini, her husband Mfanzile Sengwayo, and employee Nompumelelo Tsabedze strategise on how to improve her vaseline and polish business in Manzini, Swaziland. After the entrepreneurship training Dlamini now contributes to the family finances including household costs and the children's school fees. This has contributed significantly to peace and harmony in the home. *Photo by Thandokuhle Dlamini*

Key points

- Overall, the relationship control score for participants rose by four percentage points (from 62% to 66%).
- Botswana registered the biggest increase in relationship control; 12 percentage points (from 70% to 82%).
- Not all women experienced a positive change. In some instances violence increased. This is consistent with the complex nature of change in this programme, especially as measured over the short term.
- However, participants in seven of the ten countries reported decreased levels of GBV. Overall the experience of violence as measured by the GEI dropped by four percentage points. Anecdotal evidence suggests that in many instances, women's close intimate relations improved as a result of greater agency and empowerment.
- Participants reported an overwhelmingly positive perception of change in their lives with 85% reporting "less or much less" violence; 6% no change and only 7% reporting "more or much more" abuse.
- The positive perception of change in relationships extended to the broader family circle, with children, friends and extended family members independently verifying a change for the better in many instances.

Gender refers to the power relationship between men and women based on the social and cultural construction of masculinity and femininity in a given society. One of the most widely seen manifestations of this imbalance is the prevalence of violence against women based on their position within households and communities. The term Gender Based Violence (GBV) is used to distinguish violence that targets individuals or groups of individuals on the basis of their gender from other forms of violence.[1]

One of the most insidious things about GBV is that it creates micro wars at home every day. The regaining of relationship control is a key factor in this project which aims to empower women who have experienced GBV. There are broadly two views on the relationship between economic development of women and the impact this may have on abuse; particularly from intimate partners:

> "There are numerous conceptual models and theories that seek to create a framework for the complex relationship between (women's economic empowerment) WEE and GBV. First, multiple theories support both the idea that WEE results in a decrease in GBV and that GBV is exacerbated by WEE. In support of the assumption that a decrease in violence occurs following WEE, researchers cite family stress and dependence theories, among others. For example, family stress theory posits that the stress caused by unemployment and lack of income contributes to IPV. Therefore, if IPV is a result of financial strain, then economic contributions from women should decrease the likelihood of IPV. Supporters of dependence theory and marital dependence theory also point to a decrease in violence with increased women's empowerment. Women who are dependent on men may be unable to leave abusive relationships, or to negotiate relationship factors such as sex and condom use. Thus, empowering a women economically enables her to have more bargaining power to negotiate better or safer relationships, or exit the relationship altogether.
>
> "Alternatively, another set of theories suggests that women's risk of GBV will increase with women's increased financial autonomy. Proponents of resource theory assert that family dynamics include a power system using resources, and violence can be used as method of maintaining power and control over these resources. Because WEE could increase the power and control women have over financial resources, an increase in violence is hypothesized as an attempt by men to maintain control over women. Similarly, relative resource theory posits that the relative distribution of status or income between partners can threaten the status quo if men perceive WEE as a threat to their status, leading to increased risk of violence."[2]



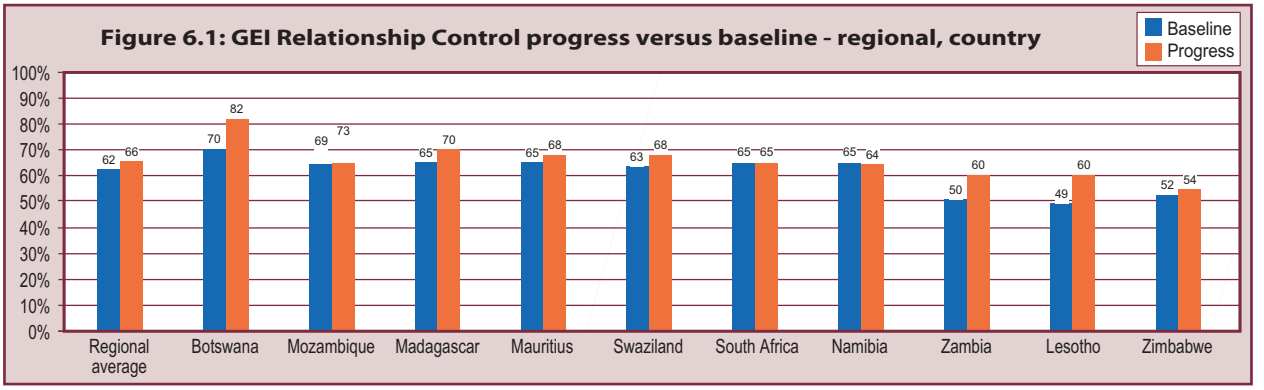
Entrepreneurship training in Kasama. *Photo by Stephen Malulu*

GL set out to test the hypothesis that an increase in economic independence for women in abusive relations can reduce their vulnerability to GBV. This did not mean that some of the participants would not experience more violence, but GL proceeded on the assumption that more would experience less GBV. Understanding the risk of increased violence, GL integrated the life skills component into the programme and in most cases identified participants through existing support services for addressing GBV experiences such as shelters and social workers; together with working with Gender Focal Persons and Gender Champions to provide additional support and awareness of the groups in their areas. Understanding gender roles imposed by society can provide the tools needed to understand and deal with GBV, as illustrated in the example that follows:

1 http://www.fisd.lk/our-programmes/gender-based-violence.html
2 http://www.cpc.unc.edu/measure/resources/publications/sr-14-111

"Learning about gender roles was an experience that I really appreciated because before those lessons I thought my husband should always provide for me; that there were jobs which I could not do because I thought these were for men. The training empowered me such that I am now able to do what is thought to be a man's job in my area. (*Ndubani* is buying and selling bags of charcoal successfully). I contribute to the welfare of my family. I did not know that a woman can educate her own children and support herself. I have five children now and I am raising them together with my husband. Our problems started when I got pregnant with the youngest child. My husband denied the pregnancy and I did not understand why because I have never been with any other man but him. Most of the violence has been emotional due to his infidelity and lack of support to the family. I attended all three phases of entrepreneurship training and learnt the importance of being self-reliant and self-confident. In view of the lessons learnt, I have now stood my ground and told him that I will suffer violence no more - it is now almost a year of no violence but peace. I do not want to get HIV and AIDS or any other STI so I am very careful now. However, he now supports the family and we are working our way back towards having a happy family." *Ireen Ndubani, Livingstone, Zambia*

Figure 6.1: GEI Relationship Control progress versus baseline - regional, country



Source: Gender Links.

Figure 6.1 shows that the overall score for relationship control increased from 62% to 66%, with Botswana highest at 82%, a 12 percentage point increase from before the programme. Lesotho and Zambia recorded increases of 11 and 10 percentage points respectively. The only country that has recorded a negative variance (-1%) is Namibia with a post training score of 64% (down from 65% before the programme). The increase in relationship control in eight out of the ten participating countries is encouraging.

Country	Baseline	Progress	Variance
Regional	**62**	**66**	+4
Botswana	70	82	+12
Lesotho	49	60	+11
Zambia	50	60	+10
Madagascar	65	70	+5
Swaziland	63	68	+5
Mozambique	69	73	+4
Mauritius	65	68	+3
Zimbabwe	52	54	+2
South Africa	65	65	0
Namibia	65	64	-1



Young men working in the quarry with Randrinantenaina Narindrasoa.
Photo by Zotonantenaina Razanadratefa

Economic independence contributes to positive change: "Gender Links has helped me to become more fulfilled," says Randrianantenaina Narindrasoa from Bongatsara in Madagascar. After two years of separation, she and her husband reconciled. She attributes most of their marital challenges to financial dependence: "Women should help their husband in covering household expenses, but not remain a burden. In this way, harmony and respectful relationships can be negotiated". After six months of a new common life, they decided to get married legally. Now, they are building their own house. In the community she is more valued and people come to her for advice. In addition, she can help her surroundings and her family. Currently, she has become a supplier at the quarry where she used to work. She employs five people, three men and two women.

"Since I started attending the workshops my business is doing well. I am not suffering abuse anymore because I am earning my own money from my business. I can buy my own food and pay school fees for the kids. I am no more abused by my husband as we made peace with my husband. This happened because now I am making money and can buy food for the house and help our children wherever I can. Our children are progressing well at school since they are no more facing poverty unlike in the past. Now I feel like I am empowered with information from Gender Links to make right decisions."

Faustina Petrus from Ongwediva in Namibia

"My husband now respects me and he always avoids upsetting me. GL helped me become a woman of substance. I now have a voice to speak and make decisions. I am able to take care of myself. I no longer ask for money from husband which has made him keen to support me in my business because he has seen the fruits of my hard work."

** Memory[3] from Gweru in Zimbabwe*

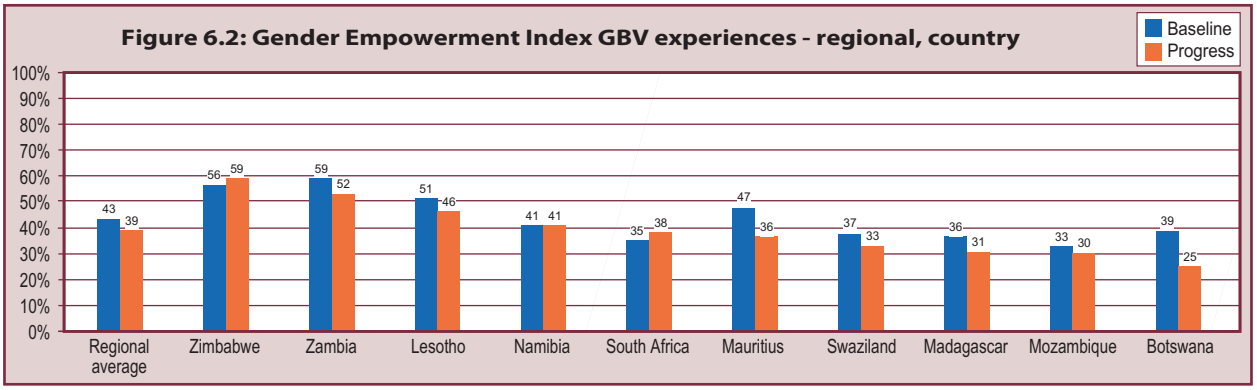
"I started to realise that I did not need to have the approval of my husband all the time, I have started to become more confident in myself. I also realised that my environment at home has changed and my children are proud of the person that I have become. This year I won the Best Existing Business Award at the South Africa national summit. I ended up attending the regional summit in Botswana."

Elizabeth Olyn, Matzikama Municipality,South Africa



Elizabeth Olyn, Matzikama Municipality, South Africa.
Photo by Juliana Davis

[3] This is a pseudonym.



Source: Gender Links.

One of the GEI questionnaires based on GL's GBV indicators research measured experience of GBV. Figure 6.2 shows that overall, the regional average for experience of GBV declined from 43% to 39%. Botswana, with a decline of 14 percentage points (from 39% to 25%) registered the highest drop in GBV. Zimbabwe (from 56% to 59%) and South Africa (from 35% to 38%) showed increased levels of violence.

Country	Baseline	Progress	Variance
Regional	**43**	**39**	**-4**
Zimbabwe	56	59	+4
South Africa	35	38	+3
Namibia	41	41	+1
Mozambique	33	30	-3
Swaziland	37	33	-4
Lesotho	51	46	-5
Madagascar	36	31	-6
Zambia	59	52	-7
Mauritius	47	36	-11
Botswana	39	25	-14

Empowerment and agency does not always have positive results: "After the workshop, my mind was already made up that I was going to explore the catering business. With the transport reimbursement received from Gender Links together with some money from my brother I started cooking sadza from home and would sell at the bus termini to commuter operators. I found the enterprise quite sustaining and I was in business for a month and a half and my husband stopped me from doing business. He told me that he was not comfortable with it and he accused me of flirting with men at my business place. I was hurt and could not stop and continued doing business behind his back. He later took all my money and my business flopped. I was back to square one and once again, I became a begging partner which he enjoyed seeing me doing." **Precious[4] from Gweru in Zimbabwe*

"I was and still am experiencing abuse from my husband. He still continues with the abuse however I have received counselling from Gender Links and have acquired skills about how to be independent and I still working on that."

Gasegaope Lesolame from Serowe in Botswana

[4] This is a pseudonym.

"After I got my passport, my husband refused to give me the start-up capital I needed for my business. He said that I wanted to do cross border trading in order to engage in extramarital affairs and infect him with incurable diseases. I was stressed and regretted ever getting married to my husband instead of finishing my education because there was nothing to admire in my marriage."

Loveness Gandawa, Manyame Zimbabwe

Some of the women left their abusive relationships: "GL rescued me and fostered genuine development in my life. I am now a busy woman and I spent most of my time focusing on my business. The time I used to waste eating my heart out over my stepdaughter and husband's abusive behaviour was put into productive use. After I was financially empowered the abuse continued and I moved out and acquired my own accommodation. I and Davy are still married but living separately. I am now able to depend on myself to better my life and the financial independence that I obtained forced my abusers to view me in a positive sense. Davy now respects me and never insults me. He recently moved to stay with me at my new home." **Chipo[5] from Manyame in Zimbabwe*

"For 12 years I was in an abusive relationship and this included all kinds of abuse particularly financial, emotional and physical abuse. After the GL workshop together with counselling I made the decision to get divorced.

**Schumi[6] from Mossel bay in South Africa*

"GL enlightened me and I realised that I am better off without my husband who always abused me and caused a lot of problems in my life."

**Ropafadzo[7] from Gweru Zimbabwe*

"I was abused by my ex-husband; since we separated I now live a happy life with my family because no one is being treated badly. We lived in heart-breaking conditions when I was still with my husband but now it has all changed."

Mabel Lebekwa from Kgatleng, Botswana

In some instances, separation led to reconciliation and healing: "When he discovered that I had left he started turning his life around. He was more responsible such that he started a vegetable garden at home and spends most of his time watering and nurturing the vegetables. He limited his drinking sprees and started attending church service. He then send a delegation to my parents to ask for forgiveness on his behalf and bring me home. I offered my support for his efforts to stop drinking and helped him wherever possible. I forgave him for all the past hurts and chose to live in the moment. In the end we were all happy. Attending a workshops organised by Gender Links helped me a lot. I was able to deal with my emotionally abusive husband and ended up helping him get sober. I am now independent and less vulnerable than before. My husband is more supportive of me now."

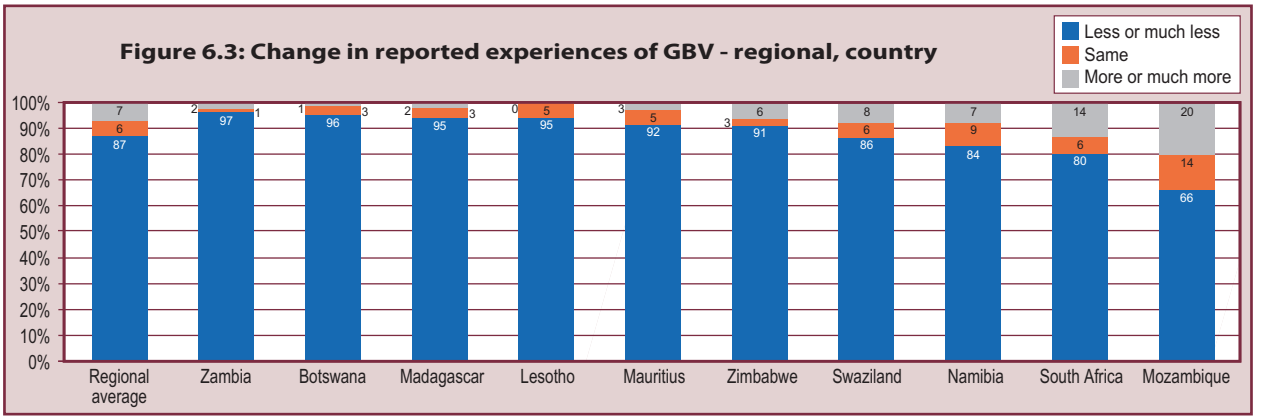
Sihlabela from Makayane, Swaziland

Some have gone into business partnerships with their husbands: "Before I was trained, my husband used to mistreat me so badly. He never allowed me to do business as he believed that all business women are prostitutes. He never allowed me to own a phone as he feared that I might engage in extra marital affairs and that the phone could facilitate communication with boyfriends. I became a slave in my own marriage. Things have now changed. We can now sit and laugh about the past. This time he even apologizes for being so cruel to me then and promises to never lay a hand on me. He even helps out with the business whenever he is off work. He also sometimes goes to get the timber from our suppliers when I am busy. We now plan together, unlike in the past when he would plan alone. This time around we even bought a plot and are planning to put our resources together so that we can build a house. This will help us cut on expenses as we have always lived in a rented house. I am now an inspiration to other women because they always give an example of me whenever they are dealing with GBV because everyone in the community knew how miserable I had been in my marriage."

Agnes Bwembya, Kasama, Zambia

[5,6,7] This is a pseudonym.

Positive perceptions and influences



Source: Gender Links.

Figure 6.3 shows the women's perceptions of their GBV experiences before and the project. The regional score for experiencing "less or much less" abuse is 87%, for "same" 6% and for "worse or much worse" is 7%. Mozambique (20%) had the highest percentage of respondents saying they perceived themselves as worse or much worse off. 97% of participants in Zambia, 96% in Botswana and 94% in Madagascar said they now experience less or much less violence. Mauritius (92%) and Zimbabwe (91%) also scored high. Overwhelmingly in interviews, women spoke of the positive changes in their lives, and how these are having a positive influence on those closest to them:

"I am a role model to the community, my kids, my family and the church, I implement what I learned from GL, I counsel the victims of gender violence and they see how I have changed from the way I was suffering previously and the way I am living now, my change has also influenced others in the community. I sensitise on the dangers of gender based violence according to how I was trained at GL. Now I am seen differently because I am able to stand on my own, do business and sustain my life with my children. I can move around without some restrictions." *Monica Sibande, Lusaka, Zambia*

"My husband's relatives used to make my life difficult. They did not express any loving feelings towards me because they viewed me as a backward and uneducated housewife. To my surprise their attitude has changed. They now look at me with respect because I am now making money. They used to ill-treat me because I was broke and I had nothing tangible to offer them. They also had the wrong perception about my relationship with Gender Links. They believed that I was being taught to undermine my husband. Unfortunately, when some people get to hear that women are being taught to empower themselves they think that they are being taught how to destroy their homes. With time, my relatives have become more accommodating, especially after they saw how much I was contributing to the family. To be honest, I am past the stage of being bothered with people who do not see me in a positive light, especially when I am working to improve myself."

Itai Makara, Chiredzi Town Council, Zimbabwe



"The knowledge I shared with my family had such a positive impact that my husband came back and helps with the business in Bilene. He is a fisherman, responsible for supplying the shop with the necessary sea food. The plan is to add products in the new shop and grow the business even more."

Maria Mboene from Bilene Council in Mozambique



"Attending the training has empowered me on GBV issues and where we can get help when we meet these problems. I have learnt to speak out about my problem and get help. Meeting other GBV survivors and sharing ideas made me understand that I was not suffering alone. I managed to grasp the necessary skills to grow and manage my business. I have started recording all business transactions and opened a bank account. I joined the training in 2014 and I attended all the stages of the training. I found everything useful. I never knew how to draw up a business plan and do cash flow. I have learnt all that from the training. Before the programme I was working as a shop assistant. Now I have started selling second hand shoes and clothes from Maputo. The town council linked me with Gender Links which changed my life. I was abused by my husband but am not suffering abuse anymore. I am now aware of my rights and I am strong and confident and can now support my family. The community can now see that I am now independent. I am seen differently in my community in the sense that I am now independent and have more skills to generate income than before."

Gugu Johnson from Hlatikulu in Swaziland

"My mom is now an independent, successful business woman. I recalled how she managed to leave behind her past life which was marred by gender based violence (GBV) and start a new life. It has always been her dream to have a candle making business and through the skills she attained from GL she managed to have one. She also has plans to resume her now defunct poultry production business which collapsed after she failed to manage it properly as a result of inadequate business knowledge coupled with domestic problems."

Angeline Sirani, daughter to Chipo Makoni, Chitungwiza Municipality



Chipo Makoni explains her candle making business.

Photo by Tapiwa Zvaraya

7. CHANGES AT COMMUNITY LEVEL



Community drama on ending gender violence in Bongatsara, Madagascar. *Photo by Zotonantenaina Razanadratefa*

Key points

- The average rating for council support in the region is 54%; however this varies considerably between different councils.
- Councils scored highest on facilitating the process - 76% for identifying GBV survivors to attend the training; 67% for more supportive awareness of economic mainstreaming.
- The participation by top leadership scored 66% and council ownership 59%; leaving room for improvement in these categories. Anecdotal evidence presented in the chapter shows that where there is strong political support, the programme flourishes.
- Willingness to support the emerging entrepreneurs between workshops scored 64%; input by council staff at workshops 62%.
- An encouraging finding is that councils scored 70% for developing more supportive attitudes to GBV .The regional Gender Progress Score in the councils rose from 61% to 63%. Although this change is gradual, it shows that with persistence, working *community by community, the war on gender violence can be won*.
- In future, GL will take the criteria used to assess council support and use these as a basis to develop MOU's with councils that opt to host the entrepreneurship programme.



Claiming new spaces: Bongiwe Dlamini and Gcinaphi Shiba get into the timber business in Piggs Peak, Swaziland. *Photo by Thandokuhle Dlamini*

Local government is the seat of government closest to the people. The role and responsibilities of local government varies in the ten countries that piloted the entrepreneurship project. They are referred to as municipalities, councils and local authorities amongst others; but in terms of this project the term council has been applied as a generic term for local governments. 101 councils in ten SADC countries - rural and urban - participated in the project (see table 7.1). Each of the councils is a Centre of Excellence for Gender in Local Government. The councils had Gender Focal Persons (GFPs) and Gender Champions who helped to facilitate the initiative.

GL partnered with local government for three reasons:

- The existing partnership with councils through the COE process.
- They have the authority to change policy and strategy within their local constituency.
- To ensure backstopping and support during and after the project.

The project intended that participating councils would revise their gender action plans to reinforce the need for GBV action plans and the economic mainstreaming of women, especially vulnerable women, within their procurement and local economic develop plans. The strategy also envisaged that the councils would have the willingness and capacity to support the women in between workshops and after the training was completed. GL simply would not have the financial or human resources to take on the programme in the long term and sustainability was dependent on the councils taking on this responsibility. GL also engaged councils in the identification of local financial and non-financial resources locally that could provide additional and ongoing support to the women. In retrospect this was overly ambitious. Results have been mixed and valuable lessons learnt for the future.

The perceptions of council support have been gained through the inputs of facilitators, country managers, staff and participants, through follow up facilitator briefings, council case studies, focus groups and "I" stories. GL also collected and analysed follow up quantitative data. This has provided an overview of the levels of support perceived to be available to the women on the programme.

Table 7.1: Participating councils in each country

Botswana	Goodhope, Bobirwa, Kanye, Maun, Serowe, Kgatleng, Chobe, Ghanzi, Jwaneng, Lobatse
Lesotho	Makoabatin, Ntsupe, Sephokong, Mphaki, Tenesolo, Mohales Hoek, Mazenod, Berea, Botha-Bothe, Seate
Madagascar	Ambatondrazaka, Bongatsara, Antananarivo, Foulpointe , Mahajanga, Tsiafahy, Toamasina, Moramanga, Morondava, Manjakandriana
Mauritius	Beau Bassin/Rose Hill, Grand Port, Riviere du Rempart, Quarte Bornes, Savanne, Curepipe, Vacoas, Black River, Moka, Ministry
Mozambique	Mandlakazi, Maxixe, Inhambane, Bilene, Xai Xai , Chibutu, Namaacha, Manhica, Macia, Chokwe
Namibia	Outapi, Oshikuku, Ongwediva, Walvis Bay, Windhoek, Tses, Grootfontein, Berseba, Outja, Otavi
South Africa	Emfuleni, Bitou, Witzenberg , Blouberg, Vhembe, Phalaborwa, Mogale, Matzikama, Mossel Bay, George, Cape Aghulas, Midvaal
Swaziland	Ngwenya, Matsapha, Hlatikulu, Nhlangano, Mankayane, Lavumisa, Siteki, Manzini, Mbabane, Piggs Peak
Zambia	Mumbwa, Chirundu, Chilibombwe, Chipata, Solwezi, Chimbombo, Kasama, Livingstone, Katete, Lusaka
Zimbabwe	Victoria Falls, Bulawayo, Zvimba, Goromondzi, Kadoma, Chitungwiza, Chegutu , Manyame , Chiredzi, Gweru

Expectations of councils

The support anticipated fell into two categories: operational assistance and the support for the women.

Operational support	Supporting the women

• In-kind support;
  • Providing venues for training
  • Informing women of the workshops
  • Helping to get participants to workshops
  • Time allocation of key people in the council
• Develop process for taking over the programme for long term sustainability
• Facilitate arrangements with GL country staff and facilitators
• Allocate GFPs and GCs to the process
	• Identify participants from relevant agencies locally e.g. social welfare
	• Provide support both social and entrepreneurial between workshops
	• Attend workshops and be part of the process
	• Identify and invite local organisations, individuals and companies that may be able to support the women in their business e.g. mentorship or funding.
	• Support women once the GL programme is completed

Source: Gender Links.

GL selected councils based on demonstrated commitment to an extension of the COE process. There were no mutual agreements made or MOUs signed to make clear the roles and responsibilities of councils and GL - an important lesson for the future. Another lesson is the selection of too many sites stretching the capacity of GL staff and facilitators. Going forward greater consideration for these issues will be reflected in selection criteria. Some of the resulting challenges are reflected in the ratings of the performances of councils.

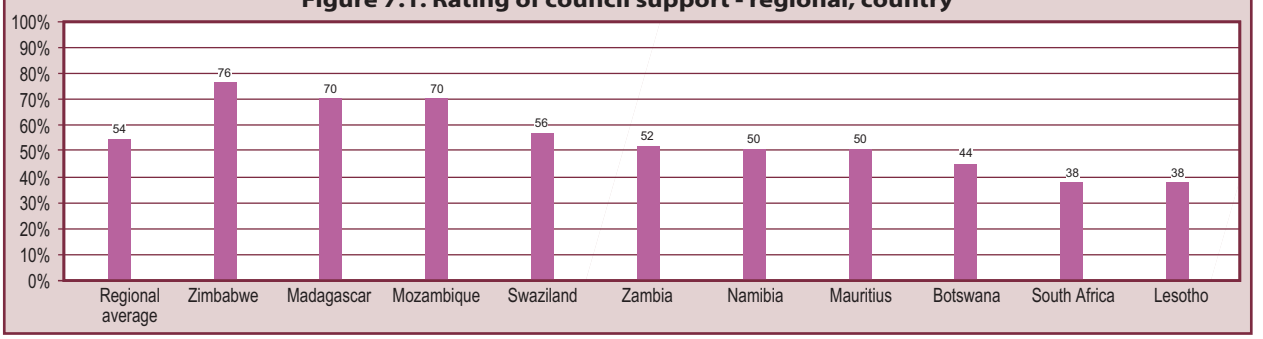
Rating council support

Country officers, staff and facilitators who worked most closely with the councils rated their level of support based on five criteria. Participants shared their views during focus group discussions. The facilitators debrief provided further evidence. GL also did institutional case studies of two participating councils in each country.

The ratings by facilitators are important because they are the people that have provided the training and liaised with the COEs to support the women and to identify local public and private resources; that could provide ongoing resources and opportunities in the area.

The country managers manage the relationship between the COEs (gender focal persons and champions) and GL. The country officers are the operational links between the council and the GL country office.

Figure 7.1: Rating of council support - regional, country



Source: Gender Links.

Figure 7.1 shows the overall regional average for the level of council support at 54%. The country with the highest level of support from councils is Zimbabwe (76%) followed by Madagascar and Mozambique at 70%. Lesotho scored low perhaps as a result of working directly with the Gender Ministry and district gender persons as facilitators for the programme. As GL's headquarters, the overall level of support from councils in South Africa proved disappointing although there are important exceptions (see Mossell Bay case study later in this chapter). Overall nearly half of the councils did not show the level of commitment envisaged. The two case studies below concern councils that did not support the process as much as might have been hoped.



Elizabeth Swartz, a councillor from Ghanzi, speaking at the Botswana National summit in 2015. *Photo by Thandokuhle Dlamini*

In Botswana, **Ghanzi** became the first COE in 2009. When the entrepreneurship project commenced in 2013, the council played an important role in identifying women to join the project through the Social and Community Development Department. The council always made sure that a venue and catering were available during the training. However, according to Botswana Association of Local Authorities (BALA) Commissioner Elizabeth Swartz there has been limited ownership of the entrepreneurship project. She attributed this to lack of understanding of the project by the council and their role. Neither the Gender Focal Person nor any other member of staff attended the training due to other work commitments. The survivors interviewed said they have not had an opportunity to interact with the council except during phase three when they presented on the services available locally for the women. Some of the women have been hired by the council on a temporary basis under the drought relief program.



Anoushia Mahadeo.

Anoushia Mahadeo, Gender Focal Person, District Council of **Riviere du Rempart in Mauritius** said the council knew of the project and received several official requests from GL to assist. Mahadeo said the council lacked data on violence against women within the locality. Mahadeo added that people do not report such cases to the council as this is outside the council mandate. Such cases are reported either at the police station or family support bureaux set up by the Ministry of Gender Equality. The council could not help in identifying participants for the course. Mahadeo agrees that this issue could have been solved if they had sought the help of councillors to identify women who have experienced GBV.

Table 7.2: Breakdown of rating for council support	
Area Assessed	**Regional average**
Helping to identify the target group	76
Council provision of venues at no or reduced cost	75
More supportive attitude towards ending GBV in their locality as a result of the project	70
Strengthening of the council's gender action plan as a result of the project	68
Participation of GFP and GC in the workshops ie attended, gave input etc.	68
Contribution to organising participants for workshops	68
More supportive attitudes towards women's economic empowerment as a result of the project	67
Support for the project at top leadership level eg CEO, Town Clerk, Mayor	66
Willingness to support the women in between and after the workshops	64
Input by council staff during the workshops	62
Ownership of the project	59
Helping to ensure participation of the same participants at each stage	59
Access to market stands	56
Profiling of the project	55
Assistance by the council in identifying CBOs and NGOs to participate	50
Assistance by the Council in identifying government services and support available locally	48
Additional training or mentorship	44
Assistance by the Council in identifying private sector companies to attend workshops/offer support	42
Assistance by the Council in identifying financial services or funds	41
Access to land	41
Access to council procurement/ sub-contracting possibilities	36
Access to computers/IT	36
Access to council jobs	34
Support for opening bank accounts	33
Access to start-up finance	30

Source: Gender Links.

Logistic support for the process

Table 7.2 shows that overall councils scored highest for practical identifying the target group (76%) and providing venues at no cost (75%) and organising to get the participants to workshops (68%). Women were sometimes not informed of upcoming workshops; this affected the participation rate in some cases. The provision of venues represented a substantial cost saving (see section 9 on Value for Money). Unfortunately this did not always translate into ownership of the project (59%). Going forward GL will ensure that councils are fully aware of the expectations, and sign an MOU that can be referred to throughout the project.

An enabling environment

Table 7.2 further shows that the project aimed to reduce GBV through reinforcing gender action plans with councils. At 70%, support for ending GBV ranked highly. A score of 68% for reviewing of gender action plans leaves room for improvement in the managing of the programme in future to facilitate the strengthening of action plans to reduce GBV and implement measures for the gender mainstreaming in the local economy.

Commitment to local economic development for survivors of GBV, at 67%, also leaves room for improvement. Many councils are small and did not have the

capacity to effect this kind of change. At 68% support from Gender focal persons (GFP) and champions (GM) could also have been higher. As illustrated in the case studies that follow, there is a strong correlation between the success of the project and the existence of strong GFPs in councils.



Audrey Manyemwe the Bulawayo council's gender focal person.
Photo by Gender Links

"We have taken ownership of the programme and we are the only local authority running an entrepreneurship programme to augment GL's effort," says Audrey Manyemwe Senior Health and Safety Officer and Gender Focal Person of the **Bulawayo City Council in Zimbabwe**. Manyemwe attended all the entrepreneurship workshops to give support to the women. She recruited participants, ensuring that they attended all workshops during the entire process. After the women gained entrepreneurial skills, the council assisted them in accessing the needed facilities like market stalls. The council recruited two of the women through its social services section in the women's clubs to give them a platform to showcase their newly acquired business skills. The council provided its own facilities as venues for the entrepreneurship training at no cost. Bulawayo City Council has profiled testimonies of the participants and they are using them to help the community in their fight against gender based violence.

Brenda Mwalukanga, the GFP at **Lusaka City Council in Zambia** has been participating in the programme since inception and has helped to ensure council support. She regularly updates council management on progress being made in the training and on ways in which the council can empower the women. For instance, the council took the initiative to offer training in tailoring to some of the women in our programme. The council also offered interested women trading space in their markets for them to enhance their businesses. The council has also been instrumental in helping organise entrepreneurship workshops. They have helped in leveraging the costs of training participants in Lusaka by offering a free venue for GL to use at their premises.



Brenda Mwalukanga and Bwalya Funga at the SADC Gender Protocol @Work Summit.
Photo by Cynthia Kalizinje

Political support

Political leadership, rated at 66% plays a vital role. Although this is another area for improvement, the examples below show how enlightened political leadership helped to boost the programme:



Mathabo Ramollo (gender officer) and participants during the follow up focus group discussion in Botha-Bothe,Lesotho. *Photo by Ntolo Lekau*

In **Botha-Bothe, Lesotho**, GL introduced the entrepreneurship programme to councillors during the COE process. The council welcomed the programme warmly and contributed many ideas on how best to make this work in the council. The top management agreed to work with GL on this programme. The chairperson of the council Molefi Sepetla said this of the project: "People voted for us and they expect us to do things for them when we are here and it is very difficult as we do not have resources, but this programme brings us closer to them and we are able to communicate and help them all the time." The council has shown a willingness to support the women in between and after the workshops. The participants are able to use the council premises when they hold follow up meetings initiated by the council. The council through the procurement and contract office also provides mentorship to the women to assist them to start their own businesses."

The Mayor of **Lobatse Town Council, Botswana**, also the pioneer of the COE process Malebogo Kruger, welcomed the entrepreneurship project: "This training for the entrepreneurship project has been very crucial for the organisation, I remember when our council was informed about this new project. There was a bit of hesitation at first since we did not want to take on the project and not be able to deliver according to expectations. As a council we are semi-autonomous and rely on central government for funding. I have always stated that women need to be empowered economically in order for them to be able to support their families. As Lobatse Town Council we have always been behind advocating for gender equality initiatives, especially those that assist women that are disempowered and poverty stricken." As the mayor she initiated the annual women's meeting in Lobatse known as *'Pitso ya bo mme.'*

Priscilla Bignoux, a councillor at **Savanne Council, Mauritius**, introduced Arriane Sarah, a victim of verbal and emotional abuse due to her disability, to the programme. She described how the programme has changed her life: "I am a handicapped woman, mother of two children I suffered from a partial body paralysis after the birth of my daughter 13 years ago. With time, my condition aggravated and I became completely bed-ridden. Before the birth of my daughter I used to work in a hotel and helped my family but after my sickness I lost the job. I lost everything. I accepted loneliness as part of my fate.

I truly ended up believing that there is no future for handicapped people. However, my good friend Priscilla Bignoux, councillor at Savanne Council, stood by me. She helped me to start going out and mingle with people again. It was only then I started to see the bright side of life. I started smiling once again. I would meet new people at women centres and at different associations.

"Priscilla introduced me to Gender Links. I enrolled for the entrepreneurship programme and made it a must to attend all the sessions. Soon enough I started to notice little pieces of happiness here and there. Each time I would get up in the morning knowing I am attending the course I would feel an inner strength and I would forget that I am handicapped.



Arriane Sarah at a FLOW follow-up workshop. *Photo by Shiesta Bundoo*

"My light bulb moment was when I realised I could make money out of something I enjoy doing, that is, making pizza. It never occurred to me that I could do something like this. But I tried it once and it worked. Even though I am not able to make it on a large scale for long periods of time, this idea worked. I was so happy. I felt at the top of the world.

"My daughter and my son admire my courage. They always cheer me up. They always push me to my limits and I realise that I can still push those limits further. I learned various business skills such as how to manage a business and gather an audience. On a more personal level, I learned how to make friends and how to live fully. I think personal motivation is also a pre-requisite for change."

Start-up business support

The areas that scored lowest in the project concerned the practical support women need to get started on their business post training. These include assistance by the Council in identifying government services and support available locally (48%); additional training or mentorship (44%); assistance by the Council in identifying private sector companies to attend workshops/offer support (42%); assistance by the Council in identifying financial services or funds (41%); access to land (41%); access to council procurement/ sub-contracting possibilities (36%); access to computers/IT (36%); access to council jobs (34%); support for opening bank accounts (33%); access to start-up finance (30%). To some extent these scores reflect areas of programme design that need to be strengthened going forward, especially ensuring that financing and mentorship partners are identified at the outset, and form part of the process from beginning to end, rather than being brought in the third phase.

However, some areas are complex and require time. For example, preferential treatment for women in council procurement is tricky. The target group themselves need to be well prepared to meet the strict conditions of public spending and would need more time and mentoring to achieve these pre-conditions. One of the legal provisions is to be registered as a company. Anecdotal evidence shows the role that councils can play (alongside).

Although access to finance remains a major challenge for this group and all other entrepreneurs, individual examples attest to the networking brought about by the project and the value this delivered.

At **Savanne in Mauritius** the Council guided women entrepreneurs on the application procedures for obtaining a business permit. In Mauritius, it is obligatory to have a permit and an official business card to be eligible for loan schemes reserved for micro-enterprises. The Council contributed towards the first step to building the financial autonomy of GBV survivors.

In **Lobatse, Botswana,** the council has also been assisting women to understand the process of registering their businesses, by inviting representatives from the Commercial and By Law department to be part of the entrepreneurship workshops. The main challenge has been access to direct finance opportunities. The council has, however, started a discussion with larger private business and also the banking sector to establish what funding opportunities can be given to women. Women have been encouraged to apply for economic opportunities within the council. This includes having access to market stalls and also being able to access, trading space in the council. Currently one of the women in the entrepreneurship programme has a space there where she sells children's wear.

There is also support through the SMME development project which offers services in financial assessment, access to finance, monitoring of business progress and capacity building training. The Council has provided further skills training for the women in relation to the businesses they are interested in. The council hosted a breakfast with private companies and local businesses to assist with the mentorship programme and possible funding.



Veronique Celestin has been assisted by the Savanne District Council to start her business. *Photo by Shiesta Bundoo*

At **Otavi Town Council in Namibia**, the Local Economic Development & Community Service Officer identified targeted groups of women to help assist them with projects. Council also helps them to participate in different workshops to improve their knowledge. Some of the women attend community development and council meetings. The council provides venues to entrepreneurs; Business Management, IT and financial management training; support in opening bank accounts, and help with registering entrepreneurs in different Expos and Festivals to display their products. The Council through its LED Officer identify Ministries, CBOs, NGOs and private individuals to assist women financially or materially. The council is also helping with marketing the products of the projects to different business and government ministries and tourism sectors. Otavi Town Council recently lobbied for assistance from the Ministry of Gender and Child Welfare to support women projects materially.

All-round support

The country reports that accompany the regional report, as well as the institutional case studies housed on the GL website, attest to the immense possibility of working with and through local government. The programme has thrived where there has been a long standing relationship with councils and good all-around support. Mossell Bay in the Western Cape Province of South Africa is one such example:

Mossell Bay, South Africa is one of GL's oldest and most committed partners in the Centres of Excellence for Gender in Local Government programme. An example of the extent to which the council has taken ownership of the COE process is the fact that it now runs its own summit, and hosted a study visit by regional participants that led to the first district-level summits around the region. In 2014 the council won the award for the overall Best Performing COE Urban Council.


Mayor Marie Ferreira.

The Executive Mayor Marie Ferreira, who is the Gender Champion for the council, welcomed the entrepreneurship project. "I have always stated that women need to be empowered economically to support their families. As the Mossell Bay Municipality, we have always been behind advocating for women initiatives, especially those that assist women who are disempowered and poverty stricken."

Gender Focal Person Alma Kritzinger has participated in the programme from inception, helping to ensure continuity. She regularly reports to the council on the process. Local shelters and the South African Police (SAPS) helped to identify participants through the strong and solid working relationship between the council and SAPS. The council has also been very instrumental in assisting GL to set up training and workshop venues for the women, and have often availed their own council venues free of charge to GL to utilise. The organisation and planning of the workshops, was also taken and adopted by the council the GFP asked GL to task her with this responsibility and have also utilised their own resources including contacting the participants via telephones to attend the workshops.


Merging entrepreneurs in Mossel Bay enjoy the support of the council.
Photo by Judith Maneli

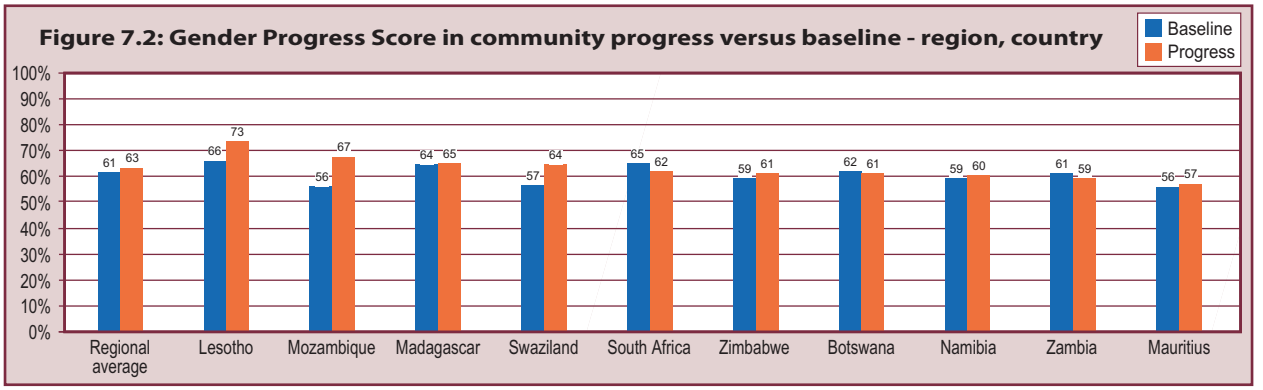
Director of Corporate Services Edward Jantjies provides strategic oversight of social development programmes including the women's entrepreneurship project, linking them with projects that the councils is implemented in the community.

One project is the Mossell Bay Greening Project, which focuses on cleaning local communities, and also planting trees and growing vegetable gardens. Women have been encouraged to apply for economic opportunities within the council. This includes having access to market stalls and also being able to access, trading space in the council. Currently one of the women in the entrepreneurship programme has a space there where she sells children's wear.

There is also support through the Small and Medium Enterprise (SMME) development project which offers services in financial assessment, access to finance, monitoring of business progress and capacity building training. The Council has provided financial skills training in collaboration with Standard Bank for the women which included hosting a breakfast with private companies and local businesses to assist with the mentorship programme.

The council has also been assisting women to understand the process of registering their businesses, by inviting representatives from the South African Revenue Services (SARS) to be part of the entrepreneurship workshops. The main challenge has been access to direct finance opportunities. The council has, however, started a discussion with larger private business and also the banking sector to establish what funding opportunities can be given to women.

Community attitudes slowly changing



Source: Gender Links.

GL measured gender attitudes of the participants and of their councils using the Gender Progress Score (GPS) at the start of the project and during the assessment. Figure 7.2 shows that three countries - South Africa, Botswana and Zambia - registered a decline, showing that social change is not always linear. But overall, the regional GPS average rose from 61% to 63%. Councils in Lesotho registered the highest score (73%) up from 66%. Mozambique registered the highest improvement, 12 percentage points (from 56% to 67%). The example that follows from Madagascar (excerpt from the journal of GL CEO Colleen Lowe Morna) shows how one council is seeking to stop violence in its tracks:

During the FLOW review, the Mayor of **Bongatsara, Madagascar**, Annick Raberarisoa, shared evidence of gender responsive governance. We began the day with the FLOW review, meeting 16 survivors of gender violence, who have had support from the council. This includes access to land, housing, finance, mentorship and in one case a job. The mayor knew all the women by name; she had clearly been engaged in the project. The women gave testimonial evidence of how the project has improved their economic circumstances as well as their agency. In two cases estranged partners had reconciled with the women on their terms, an interesting shift in the power balance as a result of economic empowerment. One of the women, who came to the regional summit, is one of the 200



Mayor Annick Raberarisoa (right) engages with one of the course participants.
Photo by Colleen Lowe Morna

women recipients of title to land in the council (the other 200 are men, thanks to the council's 50/50 policy in the gender action plan). A counselling service set up by the council with support from the UNFPA services approximately 200 women every month (ten per day); this is a direct result of the COE model, and the referal centre for the Entrepreneurship project, illustrating the nexus between local government, ending gender violence and economic empowerment. We visited a health centre (including dental facility, rare in rural clinics) and a one stop shop for all council services, with chairs for those waiting in line and a numbering system for being served. During a rally in the cooler part of the day, community members acted out various skits on ending GBV, and shared dance and musical performances. We shared our vision of Bongatsara becoming a hub from which others could learn how to *empower women and end violence - community by community.*



GL CEO Colleen Lowe Morna and the mayor of Bongatsara, Annick Rabearisoa, strategise on community action to end gender violence. *Photo by Zotonantenaina Razanadratefa*

8. CHANGES AT SOCIETAL LEVEL



George Nyendwa, Lusaka Mayor presenting a keynote address at the SADC Gender Protocol Summit in Lusaka,Zambia. He is flanked by Daisy Ngambi (left) permanent secretary of the Ministry of gender and child development and Sara Longwe (right) Gender Links Board Member.
Photo by Albert Ngosa

Key points

- The Entrepreneurship project worked primarily at the individual, household and community level to empower women and end violence. However, it is framed within the context of the SADC Protocol on Gender and Development, that aimed to halve gender violence by 2015, and has several indicators for economic empowerment.
- In this programme, GL daily encountered the structural constraints that poor women who are survivors of gender violence face in breaking out of the vicious cycle of poverty, abuse and despair. Many of these point to the need for policy reform.
- GL engaged with policy makers at local level (see Chapter Seven) as well as national agencies to solicit their support and draw their attention to the bigger policy issues. National SADC Protocol@Work summits showcased the programme and drew the attention of senior political figures to the issues.
- At regional level, GL continued to lobby for a strong Post- 2015 SADC Gender Protocol through its coordination the SADC Gender Protocol Alliance and the annual Barometer.
- At global level, the programme has drawn the interest and support of the African Development Bank (AfDB), the Cherry Blair Foundation and the European Union. GL has shared knowledge through the FLOW Community of Practice, the DFID expert group on Measuring Empowerment, and the DFID learning partnership Gender Working Group.
- Going forward, GL will seek to define policy goals in each country more clearly and ensure that the programme contributes to systemic changes.



Gladys Simon speaking at the Botswana Protocol@Work Summit.
Photo by Thandokuhle Dlamini

During the 2015 Gender Protocol@Work Summit held in Botswana the shy Gladys Simon stood in front of hundreds of participants and declared: “I have learnt that I do not need a man in my life to survive" She highlighted how she learnt to survive with her children after their father deserted her. She had suffered abuse at his hands. In 2005 she had started a landscaping company as her passion lay in tree planting and she was not able to make any profit out of it. She said she almost gave up on her dream. "GL gave me a new lease of life. I felt that for the first time the workshop was about making a difference in my life. Unlike all the other training I had attended GL followed us up and cared that we succeeded. I have managed to revive my company. I am now able to keep the books and save money. Ministers have visited my business and donated much needed equipment. I am now able to encourage and empower others. My life has improved a lot and I managed to put a roof over my family. I am able to provide for their needs and I no longer beg for help from people." The participants gave Simon a huge hand of applause. In his speech, the Vice president of Botswana Hon. Mokgweetsi Masisi applauded Simon for her perseverance. At the regional SADC Protocol@Work summit in Botswana in August 2014, Simon won the award in the category of existing businesses, against competition from nine other countries.

The case of Gladys Simon illustrates how the entrepreneurship programme linked survivors of gender violence directly to senior policy makers, making the link in the GL Theory of Change from individual, to household, to community, all the way through to national decision-making level. Although the programme worked primarily at the first three levels, it aimed to contribute to the broader goals of empowering women and ending violence. In 2014 and 2015, 202 women from the programme (two from each of the 101 participating councils) shared their business plans at the national SADC Gender Protocol@Work Summits.

Two from each country went on to compete at the regional summits which awarded prizes in two categories: existing and start up business. Many of the women obtained passports for the first time. The summits opened their eyes and their horizons to the broader issues in the region. Equally, the participation of the emerging entrepreneurs in the summits opened the eyes of policy makers to the realities of gender violence in the region, and the potential for sustainable solutions through economic justice interventions.

In 2015, a crucial count down year for the SADC Gender Protocol, GL held the summit back to back with the SADC Heads of State summit. At this meeting, the SADC Gender Protocol Alliance drove home its case for aligning the SADC Gender Protocol to the Sustainable Development Goals (SDGS) that include VAW for the first time, and have strong economic provisions. SADC Heads of State are expected to adopt the post-2015 SADC Gender Protocol in August 2016.

Having laid some of the groundwork at a local level, it is essential that GL continues to reinforce the COE work at a local level and to work towards cascading these achievements to provincial and national government structures and ministries. To achieve change at the societal level GL needs to work with partners and the SADC Gender Protocol Alliance in

strengthening the war against GBV and economic injustice in the region.[1] This chapter explores the policy context of the entrepreneurship programme, and how it has started to make these broader linkages. Going forward, these linkages need to be stronger, and more clearly defined from the outset, to ensure that this impact is sustained.

Structural barriers to women's participation in the economy

Customary and traditional practises feature very strongly in the list of barriers for women to succeed in business; to have the capacity to make and take responsibility for decisions, secure assets and create wealth and access to appropriate financing. Inclusive financial services which recognise the barriers faced by women are critical in opening the availability of women to secure funding.

Business opportunities for women are largely at the lowest end of the sector: For women the mostly likely business activity will be in the informal economy operating as micro entrepreneurs. Their most likely source of funding for these business will be loans from family and friends and access to credit almost exclusively from micro finance institutions. The opportunities for women to access loans beyond the small, high interest bearing group loan services are very limited by a lack of assets to offer as collateral. Women, especially resource poor women, are largely excluded or under serviced by the financial services sector.



Micro entrepreneurship is the most likely business activity for women in the absence of policy and strategy to create and enabling environment for women to thrive. *Photo by Thandokuhle Dlamini*

The vast majority of women in business, especially in developing countries, operate as micro entrepreneurs: "The informal economy is an important source of employment and income for women in Africa and elsewhere. In sub-Sahara Africa 84 percent of women are informally employed, as compared to 63 percent of men. The informal economy employs a larger share of the economically active population in Africa. It employs 72 percent of the non-agricultural employment in sub-Sahara Africa and 48 percent in North Africa. One of the reasons for the large share of informal employment is the inability of the formal sector (public and private sectors) to absorb the growing labour force."[2]

Micro enterprise is largely referred to as the informal economy despite the essential role this sector plays in the financial lives of women, families and economies; especially in developing economies. Government and policy makers pay insufficient attention to the sector.

"The formal economies of many countries in the SADC region have developed only a small segment of the population, leaving the majority to subsist in the informal economy... Predictions that the informal economy would disappear once sufficient levels of growth are reached have proven to be false. Recent figures from the African Development Bank and the World Bank show that an estimated 80% of the population in some member states, such as Mozambique and Zambia, live in extreme poverty. Despite the fact that the informal economy enables many people - particularly women - to provide better quality

[1] The Southern Africa Gender Protocol Alliance established in 2005 is a network of networks that campaigned for the adoption, and now the implementation of the SADC Protocol on Gender and Development. The Alliance consists of national networks of gender NGOs, country theme clusters and special interest groups.
[2] http://www.uneca.org/sites/default/files/page_attachments/yeshiareg_dejene-1_0.pdf

lives for their families, the importance of this sector remains unrecognised by SADC as a result of the lack of research on this sector and the disunity between informal trade leaders, that results in their absence from policy and democratic processes."[3]

Gender, entrepreneurship and access to finance: Factors impacting on women's entrepreneurship opportunities and growth are largely gender- related and have been well documented. They can be summarised as follows:[4]

Table 8.1: Barriers to access to finance for women

Barriers	Outcomes
Legal constraints	The traditional norms and values in many countries prevent women from leaving formal financial options acting as legal persons and from accumulating assets such as property. Such constraints impact on women's ability to: • offer assets as collateral which is often beyond the scope of a women's available or limited assets. • women are still treated as legal minors in some communities constraining their ability to make independent decisions or contractual arrangements e.g. for funding.
Employment and income limitations faced by women	Women are still most likely to be employed at the lower levels, least skilled, least influential and lowest paid jobs in the economy and this also impacts negatively on their ability to accumulate assets and equity.
Exclusion from policy making, decisions and influence in financial and economic decision making	Women have largely been excluded from decision-making in both the economic and financial spheres of influence. Since women are largely not in positions of power in these sectors, this has the effect of not fostering a culture which recognises the gender constraints and respects the needs of women. Women are likely to need start-up capital which for commercial institutions are high risk and therefore not supported by gender neutral institutions insensitive to the gender constraints faced by women and there is also very little attempt made to explore alternative risk management strategies better suited to the asset limitations of women.
Attitudes towards women	Male decision-makers often consider the realities of women's lives as adverse and use the multiple roles women play as a justification for declining business credit. In a situation of scarce resources, investors will often go with what they know i.e. men.
Lack of information and exposure to business and finance environments	Women are often not aware of the financial or non-financial support available to them to enhance their business aspirations.
Business maturity	Whilst men and women face difficulties when setting up business, women face additional difficulties such as access to finance. The playing field tends to level out when women's business reach maturity and are able to provide sufficient evidence to reduce the perception of risk associated with gender.
Access to finance	A lack of collateral means that the primary source of funding for resource poor women is high interest bearing and low value micro finance. Banks are mostly not aware that women face gender specific constraints when seeking finance and may adopt a gender neutral position, assuming that this puts women on an equal footing. Women often want to borrow smaller amounts and this may be outside of the minimum loan policies of a bank.

Source: Gender Links.

[3] http://www.osisa.org/economic-justice/regional/building-organisational-capacity-and-strengthening-voice-informal-traders
[4] http://knowledge.cwbusinesswomen.org/access-to-finance-for-women-in-business-paper-by-the-commonwealth-business-womens-network/

"An increasing body of evidence shows that appropriate financial services can help improve family welfare and spur small enterprise activity; and that economies with deeper financial intermediation tend to grow faster and reduce income inequality. The introduction and expansion of microcredit across the world has shown that poor women in the informal economy are valuable clients, and that it is possible to serve them in large numbers sustainably. Today, the $70 billion microcredit industry is estimated to have 200 million clients. At the same time, it has become apparent that women require more than just microcredit and that they need a range of financial services to generate income, build assets, smooth consumption, and manage risks."[5]

When coupled with the damaging effects of GBV, these barriers become even more of a challenge: The women's "I" stories repeatedly referred to women staying at home and doing nothing because that is what is expected of them or because they do not have confidence in themselves. GBV exacerbates feelings of uselessness and an inability to take control.

The costs of GBV to the economy should be part of the incentive of governments to take the epidemic seriously: An important study by KPMG in South Africa summarised the situation as follows: "It is well documented that South Africa has one of the highest rates of gender based violence (GBV) in the world. But until now what has been less well documented is the economic cost to society of these horrific and unacceptable levels of violence. This report thus represents an important contribution to the fight against gender-based violence in South Africa. As stated in the title of the report, the findings about the cost of GBV are alarming and cannot be ignored. We see the human cost of gender-based violence every day, but having a calculation of the national economic cost will serve as an important tool in our policy and advocacy efforts to end the suffering and injustice of this violence on a national level. We now know that, using a conservative estimate, gender-based violence costs South Africa between R28.4 billion and R42.4 billion per year - or between 0.9% and 1.3% of GDP annually. We've learned that individuals and families continue to bear the greatest proportion of costs due to GBV. This exercise has also brought to light critical gaps in how we collect and analyse data, and offers some important recommendations for how we can do better."[6]



GBV exacts a high cost in South Africa. *Photo by Colleen Lowe Morna*

[5] http://www.empowerwomen.org/en/circles/make-financial-markets-work-for-women/women-access-to-financial-services
[6] http://www.kpmg.com/ZA/en/IssuesAndInsights/ArticlesPublications/General-Industries-Publications/Documents/Too%20costly%20to%20ignore-Violence%20against%20women%20in%20SA.pdf

Key policy changes needed include:

- Governments at all levels need to take a zero tolerance approach to GBV.
- Effectively legislations needs to be put in place and enforced with effective consequences for perpetrations of GBV.
- Strengthening prevention strategies, increasing awareness and providing adequate services for survivors including the way that the judiciary and law enforcement deal with cases of GBV.
- Relevant government departments need to recognise that a one size fits all approach to small business development for women is reductionist and more effort needs to be made to address different levels and types of businesses to effect appropriate responses.
- Far more attention needs to be made to provide entrepreneurship development skills and opportunities in rural areas.
- Financing institutions should gender disaggregate their portfolios and targets and put in place strategies to better understand and take advantage of opportunities in the women's market.
- Financial institutions should have loan staff that understand the opportunities in the emerging markets and who can communicate with customers in gender sensitive ways and in languages they understand.
- Access to finance for women needs to be broadened and the focus should be on gender appropriate inclusive services and the ability for women access more than group loaned micro finance as their main source of credit for business.
- Women need to have more access to business development services; such services should be more gender focused and also include more female mentors and advisors.
- Financial and non-financial support should be better integrated in terms of purpose and application so that business development support can provide the risk mitigation required by financiers.
- Business development support should be facilitated for micro entrepreneurs as part of micro enterprise specific business development.
- Credit referencing mechanisms should be demystified so that the public can be made more aware of how to positively manage their records and such records should report both positive and negative histories.
- Gender-specific instruments for preferential procurement and enterprise development should be included in country policies and strategies for economic mainstreaming.
- Local government needs to recognise the potential for preferential procurement to facilitate positive change in the lives of women with business aspirations at all levels.

Reaching out to policy makers at national level

To effect change, GL lobbies and advocates with local governments, key ministries and departments in the governments of all the ten SADC countries involved in the project "Harnessing political and community leadership and commitment - Gender based violence is a violation of human rights that has serious and traumatic consequences. Political will, leadership and commitment from leaders at the community, national and regional levels is essential for promoting its prevention - ensuring a meaningful response and ending impunity for perpetrators. Advocacy efforts need to continue to urge leaders to amend discriminatory legislation, enact and implement laws and policies that promote women's rights and challenge discriminatory practices."[7] The country offices approach relevant organisations in-country that have some influence in terms of policy as illustrated in the examples that follow:

[7] http://www.prb.org/igwg_media/srwgbv.pdf



The leadership of the Women's Ministries Department took a bold stand against the abuse of women and girls by marching through the city of Gaborone and presented a petition to the Minster of Labour and Home Affairs in the government of Botswana in 2014.

Photo by Gender Links

Botswana: GL held a meeting with the Citizens Enterprise Development Agency (CEDA) which is the agency tasked with providing funding and technical support to small business. In a dialogue with senior management GL shared experiences and concerns on access to finance for the women we work with. Botswana's ability to work closely with local government through the close relationship with the Botswana Association of Local Authorities (BALA) has resulted in participants being informed of funding and non-financial support available. The Gender Affairs Department (GAD) invited GL to seek assistance from the department when implementing the project especially in areas where women face high levels of GBV and where the department has officers on site to backstop entrepreneurship training for women. In 2014 Botswana held a breakfast meeting to create visibility and interest in the programme during the Sixteen Days of Activism campaign.

Lesotho: The Ministry of Gender and Youth, Sports and Recreation (MGYSR) has been directly involved in both the Centres of Excellence programme and the entrepreneurship programme as a result of an MOU adopted in 2012 based on a common aim to reduce violence and economically empower women. The MGYSR undertook to facilitate all of the life skills and entrepreneurship training for the 10 councils in the country. This included a time commitment by gender officers and considerably reduced operating costs for the project. The MGYSR has also provided mentorship for the women in councils. The direct involvement by the ministry responsible for gender equality exposes this ministry to the constraints that women face that can then be taken up at inter-ministerial level. It is also a key factor in the sustainability of the programme. GL is documenting the Lesotho model for its future roll out plans.

Madagascar: The Ministry of Population, Social Protection, and Women Promotion is present in the 6 provinces and 22 regions of Madagascar. GL has worked closely with the Ministry throughout the COE and Entrepreneurship implementation through the gender focal person as part of their commitment to gender equality.

Mauritius: The Ministry of Gender Equality, Child Development and Family Welfare has helped in identifying GBV survivors and managing their participation in the project as it is responsible for victim support units across the country.

Namibia: GL has worked with the Ministry of Gender Equality and Child Welfare (MGECW) on developing national and local gender action plans aligned to the SADC Gender Protocol, and is in the process of signing an MOU with the ministry for further collaboration on the COE and Entrepreneurship project. Key to the success of the work in Namibia has been the very strong, supportive and mutual respective relationship between GL and Namibian government departments.

South Africa: GL held several events to create visibility and interest in the programme during the Sixteen Days campaign in 2014. Participants included the Department of Small Business Development, survivors of GBV, the Banai faith based organisation, women's empowerment NGOs and the Commission for Gender Equality (CGE). GL held a meeting with the Department of Trade and Industry through the Gender and Women Empowerment (GWE) Unit. The Chief Director, Nomvula Makgotlho, has been supportive of the

programme and is interested in pursuing a partnership to extend the programme to areas where women are most vulnerable, such as the mining sector. This would embed the pilot model into the department for further expansion.

Zambia: GL works closely with the gender ministry and the Local Government Association of Zambia (LGAZ) in the implementation of the COE work and the entrepreneurship training. The example that follows show how one entrepreneur challenged government ways of working by getting the Lusaka City Council to privatise the running of public toilets. This is an example of how the entrepreneurship project is having its own policy impact:

Judith Musonda from the **Lusaka City Council in Zambia** won the SADC Protocol @Work summit prize in the Emerging Entrepreneur category in her country. She had taken the initiative to approach the local council to take over the running of the public toilets which were in the need of upgrading. The toilets were in the Shadreck area of Matero Township in Lusaka, close to the Local Court. Beer halls and bars also occupied this area. Musonda saw this as an opportunity to be a potentially viable and sustainable income generating activity. "This is a good way of raising money to support my future and lessen dependency on other people as has been the case in the past. Note also that this shall serve as a demand based solution to the community's need for toilet facilities and is likely to reduce urine related pollution around the area," she said. "Having been picked and trained in Entrepreneurship, I am now in a position to complement government efforts in improving sanitation in the country. Such programmes also help in building capacity of women, which in turn will improve household level incomes."



GL CEO Colleen Lowe Morna congratulates Judith Musonda on winning the Zambia SADC Protocol@Work summit emerging entrepreneur award in 2014. *Photo by Gender Links*

Source: Gender Links Entrepreneurship Programme, 2014

Reaching out to the private sector

GL has recognised the potential value in harnessing the resources and opportunities for the private sector to participate more fully in the entrepreneurship development ambitions of the participants. There are many ways in which the private sector can contribute: actual funding, in kind support such as mentorship, sponsorships of business equipment and training.

In **Botswana** the major retail chain Choppies offered to train women on chicken farming and offered to make offset agreements for the women to supply local stores. The **Zimbabwe** office scored an important success for private-public partnerships through an MOU being signed with a cell phone company:



Reward Kangai, Netone Managing Director making remarks at the National Summit in Harare; Zimbabwe in 2015. *Photo by Gender Links*

The FLOW project opened up a great opportunity in **Zimbabwe** with NetOne (a mobile network provider) that has given the women a source of income through its vendor programme. This is an opportunity for women to sell and market the companies merchandise on a commission basis. This has seen an improvement of the emerging entrepreneurs' lives. Of particular interest is that the incomes of some of the beneficiaries have vastly improved. In Manyame Rural Development Council (RDC) where some of the project beneficiaries are benefitting from this partnership, the annual net income increased from USD 10,269.00 before the project to USD 40,034.00 after the project. This figure is set to rise even more. The partnership also saw NetOne playing a pivotal role at the 2015 Zimbabwe National Summit as NetOne contributed USD650 in prizes to the winners in the form of mobile phones and lines.

Policy engagement at the regional level - the SADC Gender Protocol

SADC is the only region in the world with a legally binding omnibus instrument for achieving gender equality in the form of the SADC Protocol on Gender and Development (the Protocol). The Protocol has 28 targets to be achieved by 2015, compared to the eight targets in the MDGs specific to gender, or in which gender has been mainstreamed. Global debates on the post 2015 agenda recognise the limitations of the MDG "basic needs" approach, especially with regards to gender equality. The Sustainable Development Goals (SDGs) that will succeed the MDGs take a more rights-based approach.

The 2008 SADC Protocol on Gender and Development (the Protocol) recognises the centrality of economic justice to achieving gender equality. Of the 28 targets in the Protocol, seven concern productive resources and employment. These include economic policies and decision-making; the multiple roles of women; economic empowerment; access to property and resources as well as equal access to employment and benefits.

The Summits bring together best practices in the thematic areas of GL work including the COE in media and local government initiatives, HIV/Aids, GBV reduction and economic justice.[8] The examples that follow show how the work at local level puts that SADC Gender Protocol to work where it matters most - in the daily lives of communities.

SADC Protocol@work

The **Nkurenkuru Town Council in Namibia** aims to develop its economy in a gender responsive, structured, coordinated and sustainable way, with an emphasis on the agriculture, inland fisheries/ aquaculture, eco-tourism, and service sectors. Innovativeness, for example regarding renewable energies, recycling or manufacturing/processing is welcome.



Employees of Nkurenkuru Town Council after a gender action planning workshop, Namibia, 2013. *Photo by Laurentia Golley*

[8] http://www.genderlinks.org.za/page/gender-summit

The council will conduct a feasibility study to identify the gender sensitive economic benefits on the use of trees and shrubs to develop the economic, social and environmental base and potential of the town and the region at large in tourism and the wood industry. This is reflected in the Local Economic Development (LED) strategy of the council and other national documents that stimulate national growth and development.

The study will incorporate baseline data on natural, human and other resources and define comparative and competitive advantages that can be used for the benefit of the town and its community in a gender responsive manner. The project will include NAM$400,000 dedicated to gender mainstreaming activities.

Women will benefit through training to be registered as wood harvesters to control the types of trees and wood being harvested and brought to the kilns or processing plant. Women are also set to benefit from the tourism industry in the locality which will link dry woodlands, forests and the green grazing lands for livestock.

Source: SADC Protocol@work case study submitted by Nkurenkuru Town Council, Namibia, May 2015

Tutume Sub District Council in Botswana has been actively working on gender mainstreaming in partnership with the Botswana Association of Local Authorities (BALA) and Gender Links (GL) since 2014. The council has drafted an Action plan, and uses funds sourced from other votes to address economic empowerment projects for women.



Destitute house being built in Tutume, Botswana. *Photo by Gender Links*

The council has made lasting impact in women's lives especially through provision of housing for poor women in collaboration with Ipelegeng. The council initiative came about as many women in the council had undeveloped plots which could be developed into income generating businesses for the women. The council built 27 houses in the financial year 2013/2014. Women constituted the majority of beneficiaries. Women learn about income generating projects from council officials and collaborating partners.

Tutume targets survivors of gender based violence in order to help them create agency in their lives. For example, Neo Tshekiso, a registered temporary destitute, now earns a living through a fashion and design project through the help of the council. The council provided her with a home where she lives with her children. She can feed, clothe and even pay school fees for her children. She now is able to sustain her family through the profits from the business. Although she suffered abuse at the hands of her husband, she now lives happily and independently as she is financially independent. Her self - esteem is high due to motivation and support from Tutume local council. Tshekiso is now a motivational speaker encouraging other women as well as a representative for people living with Disability in Sebina Village.

The council activities to empower women include:

- Training and equipping disadvantaged and remote communities with entrepreneurial skills and engaging and introducing them to income generating projects through the poverty eradication programme and economic projects.
- Assisted in construction of houses for the poor.
- Creating awareness on Gender Based Violence in communities and advocating for land ownership for identified destitute persons.

The council encourages women to earn a living through recycled materials. The community has a market day to sell goods produced.

(Source: Excerpt from SADC Protocol@Work case study presented by Tutume Sub Council at the 2015 Botswana Protocol@Work summit).

Economic justice starts with ensuring that resources and strategies adequately serve women's needs. Women have for many years trailed behind in accessing resources that would lead to their economic emancipation. The SADC Gender Protocol economic development targets are very advanced in spite of the many challenges in attaining them.

The Protocol contains a number of important articles relevant to economic justice and empowerment. It provides that state parties shall, by 2015 (soon to be extended to 2030):

- Ensure equal participation by women and men in policy formulation and implementation of economic policies.
- Ensure gender-responsive budgeting at the micro and macro levels including tracking, monitoring and evaluation.
- Conduct time-use studies and adopt policy measures to ease the burden of the multiple roles played by women.
- Adopt policies and enact laws which ensure equal access, benefits and opportunities for women and men in trade and entrepreneurship, taking into account the contribution of women in the formal and informal sectors.
- Review national trade and entrepreneurship policies to make them gender-responsive.
- Introduce affirmative-action measures to ensure that women benefit equally from economic opportunities, including those created through public procurement processes.
- Review all policies and laws that determine access to, control of, and benefit from, productive resources by women.
- Review, amend and enact laws and policies that ensure women and men have equal access to wage employment in all sectors of the economy.

The SDG's provide strong reinforcement for economic justice. These provisions are briefly summarised below:

- Create sound policy frameworks at the national, regional and international levels, based on pro-poor and gender-sensitive development strategies, to support accelerated investment in poverty eradication actions.
- By 2030, ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services, including microfinance.
- By 2030, double the agricultural productivity and incomes of small-scale food producers, in particular women, indigenous peoples, family farmers, pastoralists and fishers, including through secure and equal access to land, other productive resources and inputs, knowledge, financial services, markets and opportunities for value addition and non-farm employment.
- Recognise and value unpaid care and domestic work through the provision of public services, infrastructure and social protection policies and the promotion of shared responsibility within the household and the family as nationally appropriate.

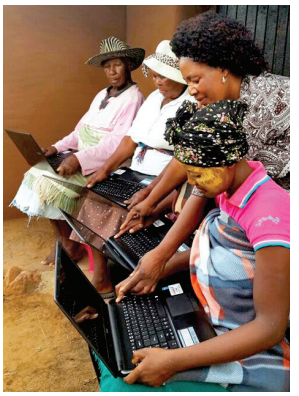


The **2015 SADC Gender Barometer** proposes expanding the initial eight targets in six sectors: economic decision-making; gender responsive budgeting; procurement; trade and entrepreneurship, productive resources, employment, multiple roles of women and ICTs.

Four new targets are proposed for ***productive resources***. The first target focuses on promoting the growth of women owned businesses through guarantees of equal access to basic services, immovable property and financial services and entrepreneurship. Indicators here include the percentages of women with documented proof of tenure and perceptions that rights to property are upheld. Other indicators to consider are the percentage of women and men with title deeds to various properties, the percentage of communities with increased access to various services in their vicinity - such as water and electricity, and the number of LED programmes where men and women participate equally.

The area of ***ICTs*** is a proposed new addition to the Protocol and has two suggested targets, namely

ensuring through legislation and policy, equal employment and opportunity in the ICT sector, women's equal access to internet and ICT infrastructure and training opportunities to ensure full usage of ICTs for women. Progress in this target area will be measured by the percentage of women working in the area of ICTs, disaggregated according to sector and type of position or job within the sector. Indicators will include collection of baseline data on women's internet usage, training programmes available for girls and women and the numbers of women enrolling and completing these programmes. Informed by projects such as this one, GL and the SADC Gender Protocol Alliance will be lobbying governments to come up with the strongest possible provisions for the Post-2015 SADC Gender Protocol.



Women learn how to use computers in Lesotho during an entrepreneurship training workshop, 2015.
Photo by Ntolo Lekau

International linkages

Throughout the programme, GL has sought to create strong global linkages. The Alliance is a member of the Women's Major Group that lobbied for strong gender provisions in the SDGS, and is now using these to strengthen the Protocol.

Early in the programme GL also co-hosted a breakfast with Geraldine Fraser Moleketi, Special Envoy on Gender at the **African Development Bank** to create links between the bank and the GL programme. An immediate outcome of this is that GL linked up with the organisers of **Women's World Entrepreneurship Day** on 19 November. In Botswana, eight women from five councils participated in an event organised by Botswana Women In Business Association. They encouraged the women to join this mainstream association so that they can offer mentorship support. In Madagascar, the AfD has approached GL to be the implementing agency for a project on economic empowerment and ending violence that will add to the GL model through expanded community mobilisation.

In the UK, GL met with the **Cherie Blair Foundation** and has applied for mentorship support for the women on the programme. The Foundation will be assessing the entrepreneurship project for mentorship in March 2016. The foundation has an innovative mentoring platform that combines mentoring with technology to offer support to women entrepreneurs in developing and emerging economies. They partner with local organisations who need to offer mentoring support to women they are working with.

The **European Union** through the Decentralised Cooperation Programme is supporting an innovative extension of the entrepreneurship project in Mauritius that involves ten women from the original project being trained as trainers and mentors. The ten women will identify an additional ten women each to train and mentor (100 women in all). This new model will create considerable multiplier effects, and is one that GL is documenting for possible application in other countries.

GL has sought to actively engage in learning and sharing on the programme through the FLOW Community of Practice and the DFID Learning Partnership Gender Working Group. GL has participated in a DFID expert group on measuring empowerment, and shared its Gender Empowerment Index at various forums.

As elaborated in the final chapter on conclusions on recommendations. GL will build on all these foundations to strengthen national, regional and global linkages in the programme. The research from the pilot phase will be widely circulated to contribute to the global knowledge base on the topic. GL will identify policy makers and institutions to work with in each country from the outset, and ensure that lessons learned are used to lobby for systemic solutions.

9. VALUE FOR MONEY



A bottle recycling project in Manzini, Swaziland, that came about as a result of the FLOW project demonstrates the leveraging effect of the project.
Photo by Thandokuhle Dlamini

Key points

- Cost savings and VFM are achieved through well planned smart partnerships.
- A number of COE councils have provided the kind of support envisaged for a partnership in the entrepreneurship programme.
- In 2015, GL country offices raised a total of R7,115,970 in in-kind support for the COE Programme; R1,180, 689 of this for the entrepreneurship programme.
- The programme has been able to leverage increased levels of income for participants in the programme; generating R10,789,563 in annual income for the 1350 participants who completed the course (an increase of 66%). When projected over a lifetime, these figures demonstrate the considerable leveraging effect of the programme.

GL defines **value for money** (VFM) as the "judicious and strategic management of resources to enhance economy, efficiency and effectiveness of our work to promote gender equality and justice in Southern Africa." In 2011, GL expanded its Results for Change Manual to include VFM.

Internally, we often explain VFM using the biblical parable of the talents (make use of what you have to leverage more) and encourage staff at every opportunity to "get more bang for the buck" (or pound, or euro!). GL is sharing its learning in this area to encourage partners to join the move for better use of resources, key to sustainability, good governance and ensuring that resources reach those for whom they are intended: the poorest of the poor.

As a small organisation with large footprints that leave lasting imprints, concerted effort is required to achieve numerous goals and objectives, especially within a tight budget. Council's increasing cash and in-kind contributions demonstrate that they are taking ownership, driving the gender agenda and enabling GL to cascade its work within a tight budget and limited human resources.

The FLOW Fund had several multiplier effects. It attracted counterpart resources equal to what FLOW contributed and this enabled GL to expand the original 100 Centres of Excellence four fold. Councils matched the FLOW contribution to the COE process and to the entrepreneurship project by a factor of 8:1. This showed commitment to the process. Councils created multiplier effects through hosting their own summits. The programme witnessed smart partnerships emerging with the private sector.

Most of all, the programme represented a massive investment in rehabilitating women whose productive potential has been seriously undermined by GBV. In one year, they increased their income by 66%. When this is extrapolated over the remainder of their lives, the ripple effects grow wider and wider.

The leveraging effect of the FLOW fund

Table 9.1: Counterpart funds

	FLOW (EURO)	Other donors (EURO)
2012	248 340	-
2013	1 206 821	856 435
2014	1 385 522	2 069 611
2015	1 344 749	1 257 258
Total	**4 185 432**	**4 183 304**

Source: Gender Links.

As illustrated in Table 9.1, FLOW contributed a total of just over Euro 4,185,432 million to GL over the period 2012 to 2015. Other donors contributed just a little less than this - Euro 4,183 304. The other donors included Norwegian- based FOKUS, the UNWOMEN Fund for Gender Equality, the UNDP in Botswana, the European Union in Madagascar, and Dialogo in Mozambique. These counterpart funds enabled GL to respond to requests from councils to join the COE process that grew from the initial 100 councils to 425 councils covering 26% of the population of SADC.

Table 9.2: Beneficiary unit cost analysis - 2014

Total cost	EURO 8, 069, 762	
Direct beneficiaries	14 105	EURO 572
Indirect beneficiaries	35 117 822	EURO EURO 0.22

Source: Gender Links.

The COE programme is one of GL's most economic and efficient because of its reach. In 2014, GL and the Councils (see below) invested a total of Euro 8,069,762 in the COE process, with 14,105 direct beneficiaries, and 35,117,822 indirect beneficiaries. The cost per head per direct beneficiary was Euro 572; and per indirect beneficiary less than one euro.

During the annual Gender Links District Level Summits, councils are asked to submit their entries with information on their contributions to gender specific budget allocations and gender mainstreamed projects. This budgetary information is backed by verifiable evidence around the kind of work that was enabled by their budget.

Table 9.3: Local Government contributions to gender mainstreaming in 2014					
Country	**Gender specific allocation**	**Gender in mainstream projects**	**In-kind contributions**	**Amount raised**	**Total (Rand)**
Botswana	921 864	11 819 637	718 728	137 533	13 597 762
Lesotho	170 400	3 114 176	391 000	61 685	3 737 261
Madagascar	413 958	343 754	338 921	373 360	1 469 993
Mauritius	244 253	683 599	1 711 729	1 033 160	3 672 741
Mozambique	727 558	560 005	32	-	1 287 595
Namibia	1 353 070	8 910 000	164 342	2 500	10 429 912
South Africa	1 058 750	150 000	10 000	-	1 218 750
Swaziland	264 000	7 229 220	540 900	700 000	8 734 120
Zambia	3 396 315	7 395 134	1 083 722	593 257	12 468 428
Zimbabwe	3 298 206	17 242 254	975 907	1 742 709	23 259 076
Total - R	**11 848 374**	**57 447 779**	**5 935 281**	**4 644 204**	**79 875 638**
Total - Euro	**846 312**	**4 103 413**	**423 949**	**331 729**	**5 705 403**
Percentage	**15%**	**72%**	**7%**	**6%**	**100%**

Source: Gender Links.

Table 9.3 shows that in 2014 councils contributed €5,705,403 towards gender mainstreaming: 15% in gender-specific allocations; 72% in projects that have a strong gender mainstreaming component; 7% in in-kind contributions; and 6% as donations towards gender mainstreaming raised by the Councils.

Table 9.4: Contribution by donors and councils to the COE process in 2014			
GENDER MAINSTREAMING CONTRIBUTORS	**AMOUNT CONTRIBUTED IN RANDS**	**AMOUNT CONTRIBUTED IN EURO**	**PERCENTAGE CONTRIBUTED**
COEs	79 875 638	5 705 403	70.7%
DFID PPA	485 191	33 461	0.4%
NEPAD	2 220 333	153 126	1.9%
FLOW 1	20 188 222	1 392 291	17.3%
FLOW 2	4 892 949	337 445	4.2%
CFLI	131 630	9 078	0.1%
EU Lesotho	1 036 050	71 452	0.9%
UN Women - FGE	1 204 312	83 056	1.0%
SIDA Zimbabwe	2 094 040	144 417	1.8%
EU Madagascar	1 057 430	72 926	0.9%
DIALOGO - Mozambique	283 150	19 528	0.2%
UNFPA - Botswana	689 905	47 580	0.6%
Total other donors	**33 798 021**	**2 330 898**	**28.9%**
Total	**113 673 659**	**8 069 762**	**100.0%**

Source: Gender Links.

Table 9.4 shows that COE's contributed 71% of the total funds for the development and implementation of gender action plans in the Council, providing considerable leverage to donor funds that accounted for just 29% of the total. The contribution by councils creates multiplier effects and enhances agency. In order to encourage this trend, GL created a special award for the most resourceful COE (urban and rural) at the 2015 SADC Protocol@Work Summit.

Table 9.5: In-kind support

Indicator	Botswana	Lesotho	Madagascar	Mauritius	Mozambique	Namibia	South Africa	Swaziland	Zambia	Zimbabwe	Regional total or average
Contribution in kind from councils	R718,728	R391,000	R338,921	R1,711,729	R32	R164,342	R10,000	R540,900	R1,083,722	R975,907	R5,935,281
Contribution to enterprise project	R110,150	R367,300	R16,000	R180,000	R120,883	0	R343,750	R10,000	R16,685	R15,921	R1,180,689
	R828,878	**R758,300**	**R354,921**	**R1,891,729**	**R120,915**	**R164,342**	**R353,750**	**R550,900**	**R1,100,407**	**R991,828**	**R7,115,970**

Source: Gender Links.

Ownership and sustainability of the programme is closely linked to the willingness of councils to contribute to the logistic and process costs. The amounts already sponsored as in-kind support are a good reflection of the potential for this to happen. Table 9.5 shows that overall councils have donated the equivalent of R7,115,970 in in-kind support; R1,180, 689 to the enterprise project alone.



The National Computer Board in Mauritius availed its national caravan to support the Entrepreneurship workshops in Mauritius. *Photo by Anushka Virahsawmy*

Wherever possible, GL used venues sponsored by the councils for the workshops. On the downside many rural council's did not always have user friendly access to the Internet. Lack of electrical points when doing the computer training or holding interactive exercises such as cyber dialogues also posed some challenges. In some council's ablution facilities proved to be a challenge: GL had to provide the basics such as soap and toilet paper. Nonetheless workshops went ahead and delivered good results.

GL used local caterers obtaining three quotes for all of these transactions except in rural areas where often there was only one supplier. Working in rural areas requires flexibility when such challenges need to be overcome. Examples of VFM arrangements include:

Support for the COE process in Zimbabwe: From the inception of the COE process GL Zimbabwe has worked with the Local Government Associations i.e. Urban Councils Association of Zimbabwe (UCAZ) and the Association of Rural District Councils in Zimbabwe (ARDCZ). Through multiple engagements with the parent Ministry of Local Government, Public Works and National Housing (MLGPWNH) they have become the major partner and recommended the COE programme as their method of choice for gender mainstreaming.

This partnership has since seen various changes being implemented in local authorities through the directive of the Ministry of Local Government. Gender has now been written in the contracts of all Town Clerks and CEOs. This puts pressure on councils to ensure that gender issues are dealt with. GL partnered with MLGPWNH and the Ministry of Women Affairs, Gender and Community Development (MWAGCD) on several COE initiatives. This collaboration is vital for the sustainability of the COE programme beyond the participation of GL. Zimbabwe held a Training of Trainers' workshop that incorporated Gender Focal Persons from all COEs (both old and new) and officials from the Ministries of Local Government and Gender.

Council ownership - the example of Jwaneng in Botswana: The project has full support of the CEO (Town Clerk) and the women commissioner who is also a councillor. They have taken ownership of the project and have gone beyond just knowing the women involved in the programme. They formed a support group that also has a committee. The committee meets with the Gender Focal Person (GFP) fortnightly to come up with activities that can educate people on GBV. The GFP always attended the training and gave inputs on services offered by the council to empower the entrepreneurs economically. The GFP, a social worker, helped greatly in identifying the women. The Mpule Kwalagobe Child Care Centre also assisted in identifying the target group. The GFP follows up participants to see how they are doing. The council always provided the council conference rooms at no extra cost and staff members make time to also make presentations during the training. The GFP also organised some extra training for the emerging entrepreneurs and linked them up with local funders.

Council fund raising for the programme - the example of Berseba: This Council has supported the women in between and after the workshops. Invitations are sent out to the participants for the workshops. The venue is provided free of charge. Sometimes printing of materials is also done at the Council and when needed access to the Internet. To show case their willingness to work with survivors, the Council organises regular meetings to brief them on the latest developments at the Village. In May 2015 they organised a "Reality show" to collect funds to support the women's initiatives. The deputy Mayor encourages the entrepreneurs to profile themselves not only at the Village but to also visit other towns during Trade Fairs to showcase their products.



Berseba Village council receiving a certificate as the runner up in the category of COE; National; Summit in Windhoek 2015. *Photo by Gender Links*

Councils taking the programme beyond the GL contribution - the example of the Mahanjanga COE in Madagascar: All the workshops were organized in the meeting room of the listening and counselling centre of the town, which reduced venue costs. The participants comprised women who used to come to the centre. The centre helped to identify participants. The council appreciated the programme and has undertaken similar initiatives towards women empowerment. They have facilitated women's access to land and encouraged women's participation in council procurement. A centre has been put in place to train women on computer and Internet. The centre is for the exclusive use of women. There are three levels of training and learners pay a symbolic fee. This is an example of a further initiative taken by the council is support of women's empowerment.

The localisation of summits reduces costs: Another way the COE Process has demonstrated VFM is the localisation of summits to district level. Mossel Bay (South Africa) that took the summit idea from regional

to local level in 2012. In 2013, local government COE winners attended the now annual Mossel Bay summit as their prizes. The feedback inspired GL to cascade summits to district level for the first time in 2014, with 15 district summits. In March 2015, the Capricorn COE from Limpopo joined Mossel Bay in organising District Level summits in South Africa. These councils initiated, fully funded and organised summits. GL played a supporting role at the technical level. The two councils did all the planning and funding of the summits. These cases are indicative of the increasing levels of ownership of the COE programme and process by councils. "From the study visits, we learnt how to organise and conduct our own local summits. From the regional and national summits, we were taught how to hold summits in our districts and municipalities as a way of starting at the grassroots level," explained Naledi Masipa of the Capricorn District Municipality in Limpopo, South Africa.



Naledi Masipa.

Smart partnerships with the private sector

As mentioned in Section eight, GL Zimbabwe has gone into a partnership with NetOne (a mobile network provider), to give some of the women a source of income through its vendor programme for women to sell and market their merchandise on a commission basis. This has seen the betterment of the emerging entrepreneurs' lives. In Manyame RDC where some of the project beneficiaries are benefitting from this partnership, the annual net income increased from USD 10,269 before the project to USD 40,034 after the project. At the 2015 Zimbabwe National Summit NetOne contributed USD650 in prizes to the winners in the form of mobile phones and lines.

The partnership will also serve as a basis for monitoring and evaluating the progress of the emerging entrepreneurs as they conduct their business. GL will take advantage of these field visits to also administer its own relevant M&E tools. The field visits will also help in mentoring the emerging entrepreneurs. Through this partnership it is envisaged that other areas of collaboration will be established which will also help in leveraging the work that GL is doing. In future, NetOne will be sponsoring a floating trophy to the best COE council at the National Summit.

Enhanced agency

Table 9.6 provides information on increases in monthly income as a result of the project. Overall, annual income rose from R 7 131 680 to R10 789 564, a 66% increase. Increases in income range from 14% in Mozambique to 123% in South Africa, followed by Mauritius and Namibia at 83% and Botswana at 81%. The low increase in Mozambique is likely due to the fact that one of the councils did not participate in the follow up income assessment and there is a possibility that data was not correctly captured in the country.

Table 9.6: Increased earnings as a result of the project

Country	Monthly net income before project	Annual net income before project	Monthly net income after project	Annual net income after project	Increase from before to after project	% Increase
Regional	**R304 823,67**	**R3 657 883,99**	**R899 130,33**	**R10 789 563,96**	**R7 131 679,97**	**66%**
South Africa	-R10 542,00	-R126 504,00	R45 241,00	R542 892,00	R669 396,00	123%
Mauritius	R5 417,00	R65 004,00	R31 234,00	R374 808,00	R309 804,00	83%
Namibia	R13 916,00	R166 992,00	R81 220,00	R974 640,00	R807 648,00	83%
Botswana	R7 395,00	R88 740,00	R39 640,00	R475 680,00	R386 940,00	81%
Zimbabwe	R90 203,00	R1 082 436,00	R254 510,00	R3 054 120,00	R1 971 684,00	65%
Zambia	R93 131,00	R1 117 572,00	R239 887,00	R2 878 644,00	R1 761 072,00	61%
Lesotho	R17 788,00	R213 456,00	R44 451,00	R533 412,00	R319 956,00	60%
Madagascar	R69 241,00	R830 892,00	R133 084,00	R1 597 008,00	R766 116,00	48%
Swaziland	R16 094,00	R193 128,00	R27 330,00	R327 960,00	R134 832,00	41%
Mozambique	R2 180,67	R26 167,99	R2 533,33	R30 399,96	R4 231,97	14%

Source: Gender Links.

The two examples that follow illustrate how enhanced personal agency creates a sea change for the individuals concerned, enhancing their agency and income generating capacity. This is ultimately the greatest leveraging impact of the programme:



Training at Ntsupe Council. *Photo by Ntolo Lekau*

"I attended all three phases and was able to learn many things that changed not only my life, but my family and my community," says *Makananelo Rapuleng, Ntsupe Council, Lesotho*. "When I attended phase two we were asked to draw up our business plans. I did not know what that was because I had never heard of it before, but our facilitators were very nice and explained everything to us. Even though I did not have a business that was running well, I knew a few basics about business. I planted beans and after reaping, I would sell them to people in the villages, but I was now taught about marketing and how best to advertise my business.

"I used to make just R20 profit for every bag of beans I sold, and honestly that was just too little as my husband is not working and we had children that were schooling. Our life was very difficult but I guess we were used to it. After the training I was able to make more money, not because I increased prices, but because I found more markets as I was able to advertise my product and get people to buy what I was selling.

"Since I was able to market my business I started attracting more customers. During the training we were told how to use the Internet to market our business. Since I did not have a fancy smart phone, I learned how to use SMS to tell people when the beans are ready. I have found two people to help me and I pay their salaries every month. Another thing that I learned at the workshops was that we should open bank accounts in which to deposit our income. It was the first time that I had a bank account and I still cannot believe it as I had always thought it was only for people who have a lot of money.

"The people with whom I am working have families and they are able to pay their children's school fees. This is something that they could not do before working with me. It brings me so much joy to see that I am changing people's lives."



Sithokozile Moyo.

"I used to stay indoors feeling that I am an unworthy person. Gender Links transformed my life and I am now a proud owner of a viable business," says *Sithokozile Moyo*.

Sithokozile Moyo suffered abuse that left her life at a standstill. The situation reduced her to a pauper suffering in silence. Her situation captured the attention of Bulawayo City Council and she enrolled in the Gender Links (GL) entrepreneurship programme. When she attended the "I" Story collection workshop she managed to open up for the first time through writing down her own story.

"My first encounter with GL was in 2014 through Bulawayo City Council. I was a very shy person and I was not able to interact with other people because of the abuse I suffered. My past experiences made me feel worthless and all hope was lost. My first day with GL changed my perception and I realized how much I was missing in life by keeping on holding to the past. I managed to open up through writing my own story and I felt a heavy load coming

off my chest," she recalls. Moyo later attended the first phase of the entrepreneurship programme where she learnt important business management skills. She was taught how to come up with a business plan and to effectively implement it on the ground. "I took the lessons I was receiving seriously, in particular the one on customer care. I was also very happy as I was taught the importance of having a bank account and was made to get one," said Moyo.

Immediately after the training, Moyo started a small business baking cookies in her house and selling them on the streets. The demand for her product grew and she was no longer able to supply the required quantities because the production was taking place in her kitchen using a two plate stove. She later realized that the way she was operating would not sustain her business because customers were starting to question where and how the cookies were being manufactured. She approached a local bakery and entered into a partnership agreement.

According to Remegious Nkomazana, director and owner of Bernard Bakery, Moyo, "improved the quality of my business. I met her when she was selling bakery products on the streets. I discovered that she makes biscuits much better than me. I was doing biscuits before but they were of poor quality. When we discussed further, that is when she started producing for me. We were struggling to produce biscuits and we took advantage of her to produce good quality biscuits. We are now confident of the quality."

Moyo also has a sewing business. She designs sun hats and supplies them to the local schools and other organisations. She started the sewing business so as to close risk gaps and remain in business when another arm of her business crumbled.

After seeing her business transition from selling under a tree to operating a well-established business entity, many people started frequenting her house seeking advice. She is now able to interact with people from diverse backgrounds.

"Sithokozile Moyo is my neighbour; she used to always be indoors as she was not able to open up to anyone about her problems. I noticed the changes that were taking place in her life at a later stage when she started baking cookies in her house. I started seeing her leave the house every morning, going out onto the streets to sell her cookies. I came to know her better the day she rescued me from my abusive boyfriend. She encouraged me to continue with my education because I dropped out of school in 2006. I continued with my education in 2014 under the supervision of Sisi Thoko (Moyo) and I wrote my exams and passed," says Patience Ndowa, Moyo's neighbour.

Currently, Moyo is working hard to acquire her own commercial stand so that she can operate as a sole proprietor under her own name. She mentioned that the challenges she faced as an emerging entrepreneur were numerous, ranging from an unfavorable business environment to a lack of finance. She is considering going into partnership with an already established business.



Some of the biscuits being manufactured by Sithokozile Moyo.
Photo by Loverage Nhamoyebonde

10. CONCLUSIONS AND RECOMMENDATIONS

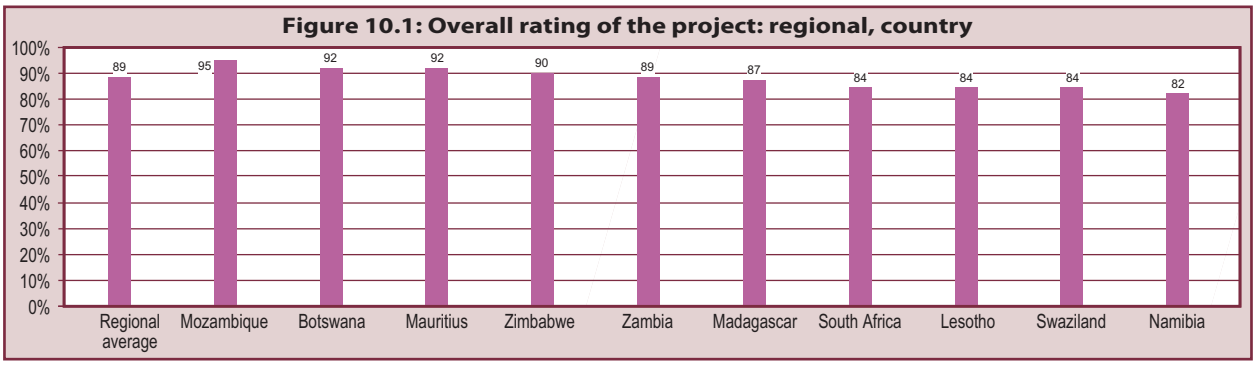


Fatima Cumbe, chairperson of a health committee in Namaacha, Mozambique, gives her views on ending violence and empowering women during the Sixteen Days of Activism 2015. *Photo by Dorca Buque*

Key points

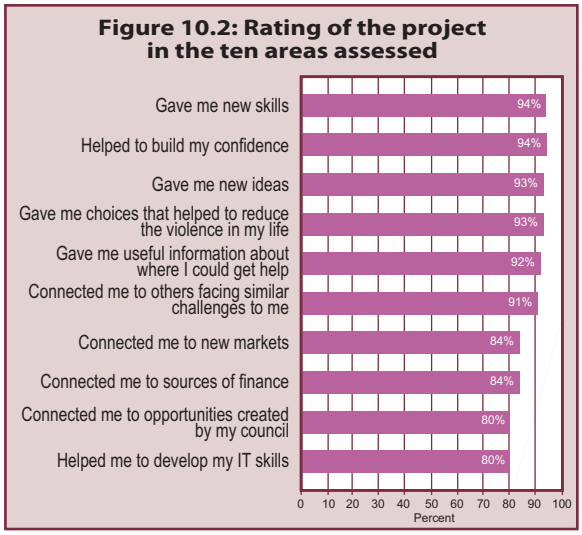
- This promising pilot project, with an overall rating of 89% by participants, shows that economic empowerment enhances the agency and choices available to women, offers the opportunity to break out of the vicious cycle of violence and despair, and offers sustainable solutions to ending GBV.
- GL will use the research findings to map support required for those in the pilot phase, and work with councils in providing such support. This will include a mobile phone community of practise.
- In the next phase, GL will assess councils and participants more closely and specifically target young women. GL will also seek to work more closely with male partners.
- GL will use the links made in the pilot phase to map government and private sector partners from the outset, and secure their commitment through public pledges sand MOUs.
- GL will engage all partners in the next phase through the wide dissemination of this report, the country reports and DVD, and a website gallery of all the entrepreneurs and their stories.

The FLOW project to empower survivors of violence personally and economically has yielded encouraging results. The mixed method research has helped to quantify and investigate the personal experiences of over 1000 women in ten countries of Southern Africa; bringing the richness of multiple variables into the outcomes. Urban and rural women of different ages, educational levels, language and cultural backgrounds contributed to the nuances of the complex subject of gender based violence (GBV) and the economic status of women.



Source: Gender Links.

As reflected in Figure 10.1, participants gave the project an overall rating of 89%. This ranged from 82% in Namibia to 95% in Mozambique. The results show a high level of satisfaction with the outcome of the results.



Source: Gender Links.

Figure 10.2 shows that gaining new skills (94%); building confidence (94%); new ideas and parameters relating to agency garnered the highest rating. Lower rated parameters that need to be taken into account in future refining of the model include connecting to new markets; sources of finance; opportunities created by the council and developing IT skills.

Conclusions

The overall regional results did not achieve all of the objectives in all of the councils and countries. However, the assessment offers rich learning on ways in which the programme can be revised and enhanced

Conceptual framework: The ecological model in GL's Theory of Change which explores power and change at the individual, close relationship, community and societal levels in a holistic continuum of inter locking relationships in the home, the family, community, society provided the conceptual framework for the project.

Participation: 1350 women, 90% of the original target, completed the third stage of the project. Ideally all women would have gone through the three stages. However, given their circumstances, this is a good result. Some who left did so for positive reasons - for example they got another job or decided that business was not for them. Their heart-breaking and compelling stories provided the foundation of the further understanding of the scourge of GBV in the region. These are also stories of incredible resilience, courage and fortitude.



Participants learning to use computers with babies on their laps in Mauritius. Many women brought their babies and with them to training in councils.
Photo by Anushka Virahsawmy

Demographics: The women were predominantly over the age of 40 with limited levels of education. It is not clear why the programme attracted mainly older women, except that this reflects a clear need for help and support within this bracket. During the review, GL realised the need to target younger women in the next phase, so as to stop violence before it starts. For example in Piggs Peak, Swaziland, the gender focal person shared how, after the start of the programme, she had been approached by 80 young sex workers in this border town frequented by truck drivers. These young women have been forced into sex work as a result of poverty. They would prefer another occupation. The gender focal person requested assistance in extending the programme to young women. This is an important consideration for the future.

Local government served as the anchor: A unique feature of the programme is that GL worked with 101 of the 425 Centres of Excellence for gender in local government. By joining the COE programme these councils had made a commitment to improve gender mainstreaming in their councils and to draw up gender and GBV action plans to address inequality. Local government is closest to the people, easiest to access and a potentially powerful agency for change at a community level. This project served to underscore economic empowerment as a key focus in enhancing the work already done with councils.

GL had high expectations of the councils, with mixed results, that call for greater rigour in the future: The report provides numerous examples of councils that stepped up to the plate, offering a range of services and support that ensure sustainability. However, in some instances the expectations proved overly optimistic. The model assumed that the COE would have the resources and willingness to nurture and absorb these emerging entrepreneurs, the knowledge and infrastructure to manage the development of the participants and their businesses. Overall, council support scored 54% with three countries, Zimbabwe (76%), Madagascar and Mozambique (70%) scoring the highest. At 38% councils in South Africa and Lesotho scored the lowest. In Lesotho, this is explained more by the financial constraints faced by councils, that are heavily dependent on central government, than by lack of goodwill. South Africa, one of the richest countries in the region, proved disappointing. The lack of support in some cases is more reflective of a lack of political will than of financial constraints. This also reflects the need for GL to strengthen policy level links, with local government ministries, associations and councils, and to develop stronger MOU's in the future, to ensure the necessary commitment and buy-in.

Economic empowerment is a key success factor in reducing GBV: The results of the assessment show high levels of confidence building, self-esteem and gender rights recognition. Women also indicated high levels status building at home, with family and their community because of the skills they had learnt, their ability to run a business, support themselves and

support other women. Women often talked about being respected more since they had become independent and able to support their families and or themselves. Participants scored the project at 94% for helping build their confidence, 93% for giving them choices to reduce violence and 91% for connecting them to other women with similar life experiences. The latter proved to be a key area in their healing and "coming out" on GBV. Many had been hiding and embarrassed not fully understanding the abuse or recognising it as abuse. The writing of personal accounts of GBV (I stories), meeting other survivors, hearing other stories and the life skills training as a combination of methodologies has had a significant impact on the reduction of GBV in this target group. In the data collected for women to indicate reported changes in experiences of GBV, 87% indicated that they now experience "less or much less abuse" with only 7% saying they experience more abuse. The report provides quantitative and qualitative data to show that improved levels of economic independence reduce levels of GBV and provides sustainable alternatives for this target group.



Victoria Molaudzi and Julia Ramathavha working on their business plans in Vhembe, South Africa. *Photo by Susan Mogari*

Enterprise activity increased with significant outcomes on income: Women learnt tools that stimulated their interest in enterprise development and helped them to run their businesses more effectively. In interviews, the women often made reference to the way they were applying the know-ledge to their business and households. Budgeting, pricing and managing their income were frequently referred to; "I have learnt to save and not spend all my money" was a sentiment often shared. A propensity to save and the opening of bank accounts (41%) to save are significant outcomes for this target group.

The impact on monthly and annual income was also measured. The average monthly income for participants rose from US$13 to US $61. This represents an annualised regional increase of in income of US$ 829,966 - 66% higher than before the start of the programme.

Enterprise activity was also measured; 67% reported growing their businesses, 59 percent added new products, 54% found new markets and 48 percent started a new business. The application of the training curriculum was often given as the reason for growth and product diversity. The research showed that 62% found the application of the knowledge as the least challenging part of participating in the programme.

Women faced key structural barriers that point to the need for greater policy level engagement in the future: Impediments to business included access to finance (76%) and suitable places to run a business (67%) as the most challenging barriers they faced. Participants and facilitators also cited lack of market opportunities and infrastructure as challenges. These challenges are not unique to this target group, however their particular circumstances add to the many layers of challenges faced in starting small enterprises. As documented in chapter eight, GL's efforts to engage with local, national and regional agencies that should offer support need to be systematised and agreements signed before further roll out to enhance chances of success and sustainability. This is much more achievable in the second stage, using the results of the pilot project that need to be leveraged to maximum effect.



Looking ahead: Mayor of Bongatsara Annick Rabearisoa and Madagascar Country Manager Ialfine Papisy. Bongatsaa is one of the councils that supported the entrepreneurship programme. *Photo by Colleen Lowe Morna*

The way forward

Table 10.1 summarises the strengths, challenges, opportunities and way forward, internally and externally. This section summarises key actions to be taken in sustaining and expanding this promising pilot project:

Sharing and engaging with the results of the review: In addition to this regional report, GL has prepared ten country reports that interrogate the results in each country in greater depth. GL has also documented the project in a regional and ten country pamphlets and videos. GL will launch the findings in partner meetings in each country followed by a strategy meeting on the strengthening of the COE and entrepreneurship training model. The launch will include an interactive web gallery of all the entrepreneurs, with their stories in words and in video.

Councils

Strengthening the COE model: Following the completion of the ten stages in 425 councils GL is at an important cross roads. In countries where GL has reached half or less than half the councils (such as Mozambique, South Africa and Madagascar) there is a need to continue extending the programme. However GL has also recognised the need to "step back in order to step forward." In the latter half of 2016, GL will work with gender focal persons in each country to revisit all the COE gender and GBV action plans and realign these to the post 2015 SADC Gender Protocol that is being updated to incorporate the SDGs. GL and the councils will revisit the council gender score card and establish new post 2015 baselines. GL is in discussion with UNWOMEN about an externally verified standard for being and sustaining COE status to ensure that councils maintain and constantly seek to improve this standard.

Backstopping of the programme in existing councils: In 2016, GL will call on the 101 councils to strengthen support for entrepreneurs in the pilot phase, consistent with the support that the entrepreneurs state that they need (see below). GL will enter into an MOU with these councils concerning this follow up support.

Review of selection procedures of councils for the roll out: Greater emphasis will need to be placed on assessing councils prior to implementing of the project in any COE. Before expanding the project in 2017 a framework will for developed for these assessments and councils selected on this basis. The twenty criteria used to assess council support in the review will be used to share expectations at the start. These criteria will form the basis of an MOU with participating councils. The number of councils will also be reduced per country to optimise cooperation and monitoring of councils. This will also allow for focussed planning with individual councils in pursuit of a common objective for the income enhancement of survivors and economic mainstreaming in local government policy.

Selection of councils for 2017: COEs should be selected that have the resources, capacity and willingness to provide support to women in the longer term. The geographic proximity of councils will need to be taken into account so that councils can be linked where feasible into a clustered into a hub and spoke type arrangement for peer support, learning, cost effectiveness and sustainability. The assessment of

potential councils will begin in September 2016 for roll out in February 2017.

Training of COE gender focal persons to backstop and roll out the programme: Relevant staff in the backstopped councils in 2016 will receive training on programme content, logistics and management to facilitate the ongoing running of the project. New councils for 2017 will receive this training as well.

Participants

Mapping those who need support: GL will use the GEI forms and I Stories to map entrepreneurs in each county still in need of support, and work with councils and through mobile technology (see below) to offer the support. Some 10 to 20% of the women with the best business plans in the participating backstopping councils will be eligible for selection for mentorship to promote their growth and sustainability.

Continuing support for other women: For those participants that do not qualify for mentorship, regular meetings will be held for additional training, verification of progress and peer group mentoring. In each council the mentored women in business will form a business women's committee, which will include all the women running businesses from the project. This will be open to all women in business in the community to share, learn and network. They will also form the basis of a peer mentorship group to be facilitated by the facilitators of the training programme.

Development of peer support: Two or three women from each council/community who have had the training will be trained as trainers and peer workshop facilitators in their community as an income opportunity. A pilot will be designed and run parallel between South Africa and Mauritius to compare the experiences and outcomes based on the Mauritius and South Africa rollouts. This will then be rolled out into the other eight countries in the second half of 2016.

Selection of participants will be strengthened and include young women: The selection process for participant will also be revised to reduce the number of dropouts and determine the entrepreneurship aspirations of potential candidates. GL will specifically target young women and include male partners in the design of the programme.

Content and use of IT

Workshop materials and course accreditation: The original manuals will be revised by head office in consultation with qualification authorities in each country. These will be approached to explore the potential to accredit these manuals as an entry level life skills and entrepreneurship course on the basis of the importance of building confidence and self-esteem in the running of an enterprise.



Preparation of manuals before Phase one training.
Photo by Anushka Virahsawmy

Creating a mobile community of practice: With 88% of the women in the project reporting that they had a cell phone, GL has identified this technology as the "way to go" in leveraging the project in the future. GL is in discussion with IT companies on creating a mobile community of practice for the entrepreneurs, within councils, in-country and across borders. An interactive, low data platform will allow participants



Mobile technology is the way to go: Zethu Mbambo in Siteki, Swaziland stays connected as she supervises her construction business. *Photo by Thandokuhle Dlamini*

to post questions on pertinent business, GBV, sexual and reproductive health and rights issues. It will enable crisscrossing linkages in local languages that defy colonial borders and broaden horizons. GL will pilot this low cost, high impact activity from mid-2017 as we seek other sources of funding for the project.

National, regional and global engagement

Inclusion of and commitment by national and regional agencies: GL will conduct a mapping in each country of national and regional agencies that can support the programme going forward. These will be invited to the launch of the report/s and DVDs, and asked to make public commitments to the programme, that GL will follow up through MOUs.

Potential funding agencies will be identified from the start: In particular, potential funding sources will be identified and involved from the first phase of the training rather than brought in at the third phase. This will include microfinance, banks, corporate foundations and any possible sources of seed capital.

Diversifying funding: The funding model needs to be revised to include more diversified potential for funding. A concerted effort will be made to identify and approach the private sector to become partners in the development of the programme and the entrepreneurs, using the Zimbabwe Net One example. Other NGOs and programmes with the capacity to provide mentorship and training will also be identified and approached at a local level where the backstopping is taking place. This will include the following up of pledges.

Knowledge and sharing: Through its membership of the SADC Gender Protocol Alliance, FEMNET, the Women's Major Group, the FLOW Community of Practice and others, GL will continue to participate in knowledge sharing and lobbying on economic empowerment and ending gender violence community by community, once and for all, by 2030.

Table 10.1: Strengths, challenges,		
	Strengths	**Challenges**
Internal	**Methodology** • Unique approach to ending GBV. • Manuals developed in house. • M&E tools developed in house. • The programme has been piloted, tested and assessed and is ready to be cascaded with a few revisions.	• Little available to guide development initially. • New area of activity for GL. • Funding was only available for a pilot.
	Participation 1350 women completed Phase three - marginally short of the target of 1500.	• Levels of literacy and numeracy were low in some councils. • Dropout rates in some councils. • Selection criteria were broad and therefore workshops groups were often at different levels of literacy and understanding. • Women were not assessed prior to selection.
	Logistics Trained in 101 councils in 10 countries.	• Distances to be travelled to councils and between councils was often long and logistically challenging. • Planning of workshop timetables were not always optimally planned for impact. • Support for the participants between workshops was limited.
External	**Impact on GBV** • Willingness of survivors of GBV to share their stories. • Increased the confidence and life skills of many of the women. • Decrease in experiences of GBV. • Gender and GBV action plans have been revised to include economic mainstreaming at council level.	• Dropout rates for training. • A few participants were "walk ins" and not survivors.
	Funding • Funding for the pilot. • In-kind support and free venues from councils for training and managing the programme. • Recognition from donors, Ministries and other stakeholders.	• Ongoing funding • Support from private sector will be crucial.
	• Had an existing framework of COE councils to work with.	• Lack of commitment from some councils. • Poor post training support from some councils. • Poor commitment to between workshop support for participants. • Funding to expand the programme post pilot stage.

Source: Gender Links.

opportunities and way forward	
Opportunities	**Next steps**
• Add to body of knowledge on the link between economic independence and the reduction of GBV. • The programme can be cascaded to other provinces and councils. • Develop sustainability framework for councils to adopt and maintain the programme. • Twin strong councils with weak councils to optimise impact.	• Revise manuals and tools in line with learnings. • Review selection criteria for councils and participants. • Raise funds. • Link councils in a "hub and spoke" arrangement to cut down on costs and logistics and enhance sustainability.
• Review Selection criteria and literacy levels.	• Revise selection criteria • Be clear about target group.
• Can be extended to many more councils and provinces with special attention to distances. • Create relationships between councils for support and peer learning. • Revise timetable to suit needs of the participants.	• Review council selection process. • Twin councils for peer learning and support.
• Survivors have set up committees to support other women and this can be integrated into the programme going forward • Review model and selection of councils and participants to maximise impact.	• Select COEs with the resources and willingness to provide support to women in the longer term. • Link councils. • Extend the programme to other institutions that support GBV survivors.
• Diversify funding based. • Approach private sector.	Review funding strategy and approach diversified funding base including the private sector.
• Backstopping of weak councils. • Review of selection criteria for councils. • Sign MOUs to be clear on expectations. • Twining of strong and weak councils. • Approach the private sector.	• Raise funding for expansion of the project. • Twin weak and strong councils for peer learning and support. • Train council staff • Backstopping with existing councils.

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Geraldine Fraser-Moleketi addressing a briefing on the entrepreneurship programme in Johannesburg, South Africa.
Photo by Colleen Lowe Morna

"Imagine an Africa where no African goes hungry and food security is no longer a challenge; imagine the African woman farmer who has access to her fair share of productive resources and agricultural inputs. Picture an Africa where young women and men do not lose their lives trying to escape poverty. An Africa where no woman who learns she is pregnant needs to be afraid she will die. Imagine an African woman who does not agonise about her legal status in society or question her right to own property, because Africa allows her to just be herself. See an Africa where African women participate fully in decision-making, an Africa where women have easy access to knowledge because it has been brought closer to them, where women's skills are optimised and women's capacities tapped to engage in greater economic opportunities. Imagine a thriving environment in which women, and men, engage equitably in enterprise and public service delivery; an Africa in which no African man, woman or child faces institutionalised insecurity and abuse. You may ask: Is this African dream achievable? The answer is a resounding *YES*. Africa has the resources to undertake such inclusive development and become a dynamic, diversified and competitive economic region in which poverty is eliminated and solidarity enhanced in peaceful, stable and vibrant societies."

Geraldine J. Fraser-Moleketi, Special Envoy on Gender, African Development Bank, Investing in Gender Equality for Africa's Transformation Report, 2013



Gender Links' Violence Against Women Baseline Studies show that one in three women in Southern Africa have experienced gender violence in their lifetime. The highest percentage of such violence is the kind least reported to police - psychological, verbal, economic and emotional abuse. For many years GL documented these harrowing first-hand accounts through its "I" stories series. In 2012, with the support of the Netherland government's Funding Leadership Opportunities for Women (FLOW) fund, GL piloted a unique model to assist 1500 survivors of gender violence to reclaim their lives through entrepreneurship training linked to the GBV and local economic development plans of Centres of Excellence for Gender in Local Government. In September 2015 GL conducted an extensive review of the project to find out what had changed and how best to move forward. Drawing on data from the Gender Empowerment Index (GEI) administered at the beginning and end of the project, as well as first-hand accounts and interviews, GL found both a marked improvement in the financial circumstances of the women, and in their personal agency. The review also led to several recommendations on how the model can be strengthened in the next phase, as part of GL's vision of *ending violence, community by community*, by 2030 - the deadline for the new Sustainable Development Goals.

GENDER LINKS FOR EQUALITY AND JUSTICE

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