



GL Madagascar Strategy 2016 – 2020



Figure 1: 08 March celebration, Tuléar, Madagascar

http://gemcommunity.genderlinks.org.za/gallery/main.php?g2_itemId=50400

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EXECUTIVE SUMMARY

Table of key indicators

KEY INDICATORS FOR MONITORING GL MADAGASCAR WORK		
	2015	Target - 2020
Impact level indicators		
SADC Gender and Development Index Score	60%	72%
Citizen Score Card	69%	83%
Life time experience of GBV – 2012		
Gender Progress Score - 2015	64%	77%
% women in parliament - 2014	21%	42%
% women in local government - 2014	6%	20%
% women sources in the media - 2010	31%	50%
Outcome level indicators		
Average Gender and Local Government Score (GLGS) – 2014	68%	82%
Highest GLGS – 2015	91%	98%
Lowest GLGS- 2015	47%	56%
Contribution by councils to COE work in 2015	40 000 ZAR	120 000 ZAR
Overall COE budget in 2015	2 928 350 ZAR	8 785 000 ZAR
% contribution by COE's	1.4%	1.4 %
Average Gender and Media Score (GMS) – 2015	77%	92%
Highest GMS – 2015	94%	98%
Lowest GMS -2015	59%	71%
Outreach indicators		
No of local government COEs -2015	67	119
No of GBV survivors trained in entrepreneurship - 2015	179	318
No of indirect beneficiaries (population covered) - 2015	4 975 717	8 837 468
No of media COEs -2015	6	12
No of events -2014	69	123
No of participants in events -2014	2760	4902
% men participating in GL events -2014	45%	50%
No of partner MOU's -2014	11	20
Institutional indicators		
No of staff and interns	4	8
Average length of service	4yrs	8yrs
Budget	R4 047 355	
Operational costs as % of budget	7%	
VFM savings as % of budget	15%	
VFM leveraging as % of budget	26%	

Summary

This strategy concerns Gender Links Madagascar (GL Madagascar) operation over the next five years, from 2016-2020. Registered in June 2011, GL Madagascar is a branch of Gender Links, a Southern African NGO that championed the adoption of the SADC Protocol on Gender and Development, a sub-regional instrument that brings together key regional and global commitments into one instrument with 28 targets to be achieved by 2015. GL mainstreams these targets in its core media, justice and governance programmes. GL coordinates the Southern African Gender Protocol Alliance that campaigned for the adoption, and implementation of the Protocol. The Alliance is currently leading a campaign for the review of the SADC Gender Protocol in line with the Sustainable development Goals. GL has worked closely with the Alliance focal network, the *"Fédération pour la Promotion Féminine et Enfantine – FPFE"*, in producing an annual country Barometer tracking progress towards the attainment of gender equality.

The flagship programme of the GL Madagascar office is the Local Government Centres of Excellence (LOGCOE) programme that started with 15 councils in 2011 to 67 in 2015 through the partnership and support by the programme SAHA, UNFPA, UNDP and EU. The part of the grants from EU is particularly to support women candidates as mayor and councillors for the last local government election on 31st of July 2015. In addition, GL Madagascar implementing the media Centres of Excellence programme with six media houses.

It is envisioned that by 2020, all 119 districts of Madagascar will be COEs in developing gender action plans with flagship programmes on ending gender violence that include economic empowerment for survivors of gender violence through an innovative 'hub and spoke' approach. From the existing 67 COEs, the most performing one from each of the six provinces of Madagascar will be selected to mentor all districts in each province.

Madagascar therefore went through a political crisis starting 2009 until 2013. This crisis plunged the country into a serious situation of economic and social instability. The poverty index shows that 76.5% of the Malagasy population lives below the poverty line. This crisis does not affect men and women in the same way or to the same extent. Behind the statistics on the rate of increase in violence, loss of employment, school dropouts, especially girls, etc. hide realities experienced differently by men and women.

GL has extended a research, which involved the COE's, gender and local government ministries, to conducting attitude surveys at council level with the aim of measuring whether these attitudes change over time as a result of the COE work. Through counterpart funding from the FLOW fund of the Netherlands embassy, GL is piloting a project to strengthen the nexus between reducing GBV and the empowerment of women in the COE model through training 179 women as entrepreneurs and assisting them to access credit.

After the election of the president, the parliamentarian in 2013 and the local government in July 31st 2015, Madagascar is currently under reconstruction, GL Madagascar needs a strong strategies: (i) to work with the government such as the Ministry of population, social protection and women promotion, the ministry of interior who is in charge of local government and the Ministry of communication in line with the 28 objectives stipulate in the protocol of gender and development; (ii) to strengthen partnership with the old COE councils to cascade the COE concept, (iii) to enhance the media program, (iv) to develop partnership with all stakeholders who work in gender promotion, (v) to fundraise and (vi) to develop GL services.

This strategy to strengthen the existing COE model through on-the-ground backstopping and further programming, including expanding the economic justice and gender peace and security dimensions of the COE model in line with the evaluation and recommendations.

STRATEGIC POSITIONING

Regional context

Southern Africa must confront a myriad of challenges as it attempts to address 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. The majority of those affected by these conditions are women. Across the globe, there is a consensus that gender equality is integral to economic growth and poverty eradication. The SADC Protocol on Gender and Development (SGP) provides “a roadmap to equality” for SADC member states. By implementing strategies to achieve the 28 targets in the SGP governments are increasing women’s equal access to opportunities.

GL coordinates the **Southern African Gender Protocol Alliance**, a coalition of NGO networks that successfully campaigned for the elevation of the SADC Declaration on Gender and Development into a more legally binding Protocol in August 2008 soon after the start of this project. This unique sub-regional instrument brings together all existing commitments to gender equality and sets specific targets, indicators and timeframes for achieving these.

Targets of the Protocol to be achieved by 2015 include:

- Achieve gender parity in all areas of decision-making.
- Amend Constitutions to reflect gender equality.
- Halve gender violence.
- Quantify and recognise the unwaged work of women, especially in relation to caring for those living with AIDS.
- Ensure gender equality in and through the media.

As the SADC Gender Protocol targets are reviewed in line with the Sustainable Development Goals that contain over thirty gender targets and indicators, it is likely that the targets will be maintained, but timelines shifted to 2030.

National government works at a policy level to achieve gender equality, while local government delivers services and has the most impact on people’s daily lives. GL’s Programme of Action seeks to make the links between these levels – from local to national to in line with its Theory of Change.



Country Context

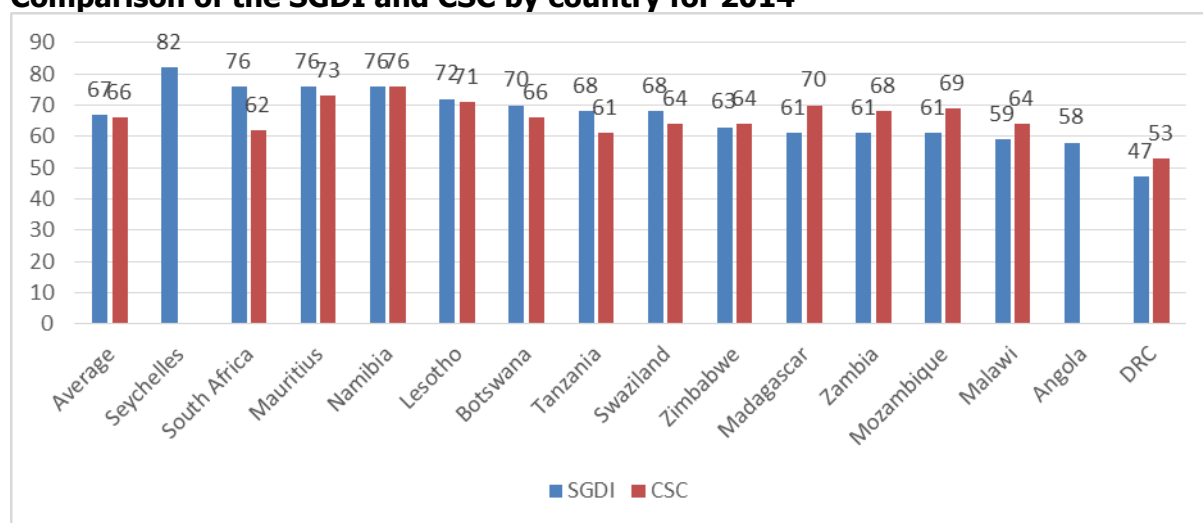
At 592,800 square kilometres (228,900 sq. mi),^[12] Madagascar is the world's 47th largest country^[5] and the fourth-largest island.^[12] The country lies mostly between latitudes 12°S and 26°S, and longitudes 43°E and 51°E.^[13] Neighbouring islands include the French territory of Reunion and the country of Mauritius to the east, as well as the state of Comoros and the French territory of Mayotte to the North West. The nearest mainland state is Mozambique, located to the west. With a population of 23,201,926 (50.3% of whom are women). Madagascar is ranked a low income country (LDC), with a low socio-economic and human development index (HDI) ratings. The World Bank has estimated that 92% of Malagasy live on less than \$2 per day. The political crises

and turmoil in recent years have compounded socio-economic instability resulting in extreme poverty. Culture has a huge bearing on the life choices women make, such as marrying young and being traditionally subservient to their husbands, an unacceptable way of life. Women constitute the majority of the poor, the under employed, the unemployed, the dispossessed and those afflicted by gender based violence (GBV). Madagascar organised presidential and parliamentary elections in 2013 in parallel. The number of women parliamentarian has more than doubled from 9% in 2007 to 21% in 2013. The local election was organised on 31st of July 2015. The number of municipalities was increased in preparation of this election, from 1549 municipalities to 1663 municipalities; an increase of 114 more municipalities.

In all its work, GL Madagascar aims to:

- Promote gender responsive governance through the COE process
- Popularise and enhance application of the SADC Gender Protocol through the village workshops that accompany the COEs process
- Build capacity of women candidates and elected mayors and councillors (Women in Politics project)
- Link economic empowerment and Gender Based Violence (GBV) through the entrepreneurship programme. This project supports women survivors of GBV to become economically independent so that they can remove themselves or negotiate better options for themselves.
- Work with the media houses and journalists to promote gender equality and mainstreaming
- Convene in-country and regional learning opportunities for knowledge sharing and information dissemination through the SADC gender Protocol@work Summits

Comparison of the SGDI and CSC by country for 2014

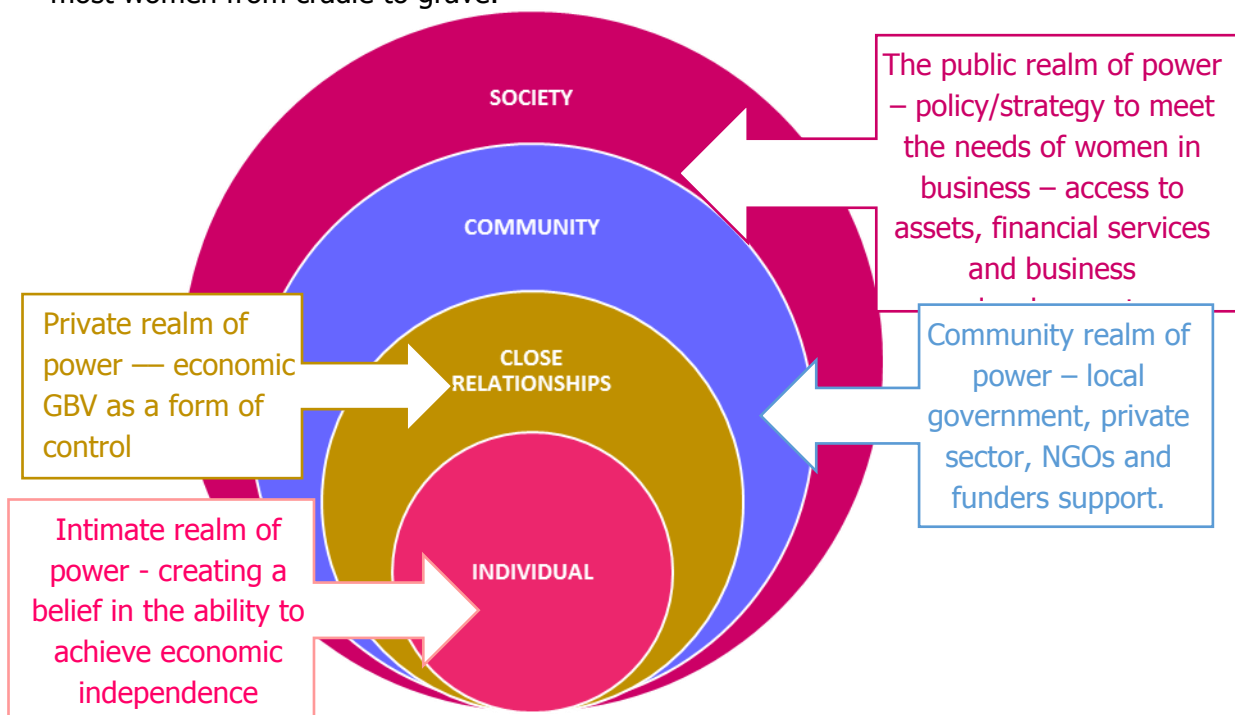


Source: SADC Gender Protocol Barometer 2014

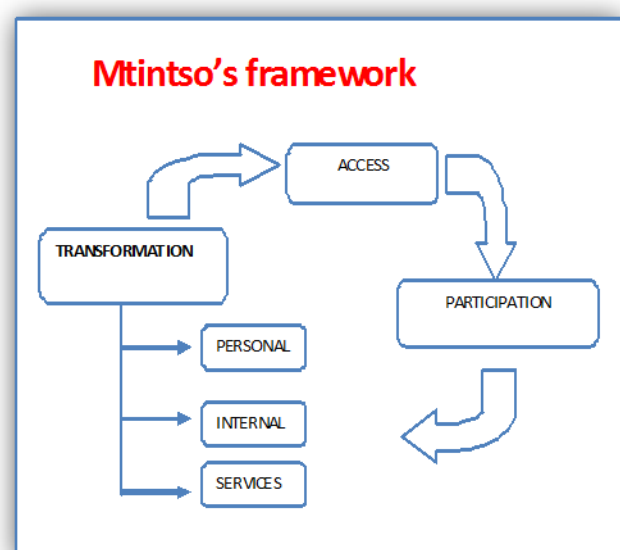
According to the 2015 SADC Gender Protocol Barometer, with a score of 61% for the SGDI, ranked lower than the regional average. The CSC ranked higher at 70%, the fourth highest score in the region. The low political, economic and social status of the majority of women in the country, is one of the country's major Post-2015 development challenges. If gender equality and women's empowerment are not put at the centre of the country's new development agenda, the aspirations and ambitions of Madagascan women to become co-drivers of the country's transformation will not become a reality.

GL's Theory of Change

GL Madagascar's work is rooted in GL's Theory of Change. This posits that of all the sources of inequality and exclusion across the globe, gender is the most cross-cutting. 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 as structures within society more broadly—the media, new media, popular culture, advertising, laws, law enforcement agencies, the judiciary and others. 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 as 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.



In its work on gender and governance, GL makes use of Thenjiwe Mtintso's access-participation- transformation framework. Mtintso posits that for women to make a difference, they must first have **access** to decision-making positions from which they have been excluded through formal and informal barriers. In its work on gender and governance, GL makes use of Thenjiwe Mtintso's access-participation- transformation framework. Mtintso posits that for women to make a difference, they must first have **access** to decision-making positions from which they have been excluded through formal and informal barriers. Globally, the only way in which woman have experienced



a rapid increase in political participation is through special measures, including voluntary and legislated quotas. Mtintso argues that access alone is not enough. Women can be in decision-making positions but still be excluded as a result of not occupying leadership positions in those structures, capacity constraints, and or informal barriers that effectively still silence women. Measures therefore need to be taken to enhance women's **effective participation**. Access and effective participation provide the basis for **transformation** or change. This is measured internally through changes in institutional culture, and externally through the services delivered. At a **personal** level change is measured through the increased agency of women, and changes in the attitudes of men.

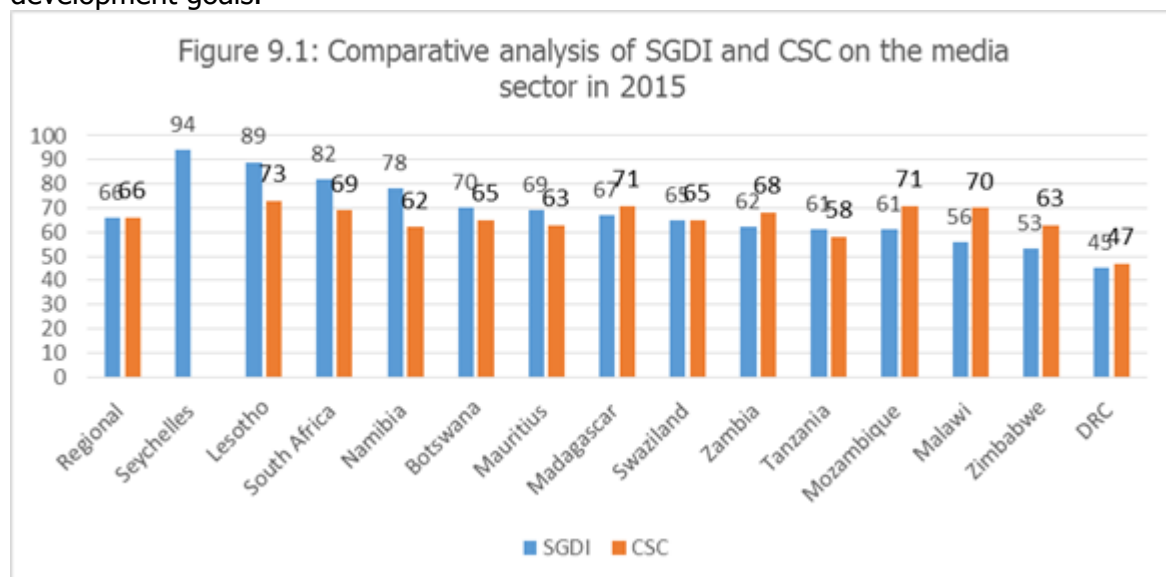
Despite changes in laws and Constitutions, many women remain minors all their lives – under their fathers, husbands, even sons, and as widows subject to male relatives. GL's Theory of Change posits that while individual, family, community and societal factors often become a vicious negative cycle that militates against change each one of these layers can be reversed into a virtuous positive cycle that results in change. GL led the campaign for a 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 full Theory of Change can be found on: <http://www.genderlinks.org.za/page/policy-briefs>.

GL MADAGASCAR PROGRAMME OF ACTION

The GL Madagascar Programme Of Action (POA) reflects the organisation's overall work, goal and vision. At the overarching level of the SADC Gender Protocol, GL Madagascar programme is focused on the 3 areas governance, justice and media.

Media

Media access and the right to communicate are a basic human right, espoused in Article 19 of the Universal Declaration of Human Rights (UDHR) on freedom of expression and access to information. Media access and freedom of expression are therefore enablers of development goals.



This graph shows the media SGDI and CSC scores that on average are now exactly the same (66%). The media SGDI remains the same as in 2014 as the latest GMPS data will only be available in 2016. Seychelles has the highest score for the SGDI (94%) followed by Lesotho at 89% and South Africa at 82%. Malawi (56%), Zimbabwe (53%) and DRC (45%) are the bottom of the list. The media SGDI is closely linked to media performance with regards to mainstreaming gender in institutional practice. Seychelles and Lesotho recorded the highest number of women sources in the 2010 Gender and Media Progress Study (GMPS). The 2015 GMPS will provide the very latest data on institutional composition, content, journalism and media education.

Madagascar has shown progress measured through the Gender Score Card (GSC). The GSC measures media performance against 20 indicators for gender equality in and through the media. These indicators form the basis of media policies and action plans. At the start of the process, the 108 media houses in 12 SADC countries involved in the COE process scored 57% in 2012. This score increased in 2013 to 63%. South Africa (66% and 75%) scored highest in both years. In 2012 Lesotho (39%) and in 2013 Botswana (47%) scored lowest. In 2015, the GSC averaged 78%, five percentage points higher than the target of 73%. The high GSC is supported by evidence presented at the 2015 SADC Gender Protocol@Work summits, which showed a high degree of gender mainstreaming in media content. Media houses in Lesotho (73%) scored highest and DRC (47%) scored lowest. The upcoming GMPS will provide the necessary updated data on women sources.

Emphasis for the post 2015 agenda

The media programme's future direction is largely informed by the need to consolidate gains made in the last decade. This has been largely through ground breaking research, advocacy, training as well as collaboration through the Gender and Media Diversity Centre. The Global Alliance on media and gender is key in amplifying GL's media work and well as fostering new and stronger global partnerships. The programme will also seek to achieve depth rather than breadth during the period under review. The COE process has shown that working systematically with a select target group leads to greater impact.

- GMPS results advocacy: Following the ongoing GMPS data collection, the programme will place emphasis on results dissemination and engagement with key stakeholders. These include media houses, editors' forums, media regulators and journalism and media training institutions. GL will conduct launch seminars in all the countries through its advocacy arm, the GMDC.
- Knowledge exchange through the Gender and Media Summits: Based on the success and challenges of the SADC Gender summits, the programme will revive the GEM summits which have proved to be an effective knowledge sharing platform specifically targeting the media sector. The GEM summits will bring together media trainers, learners, managers, owners, researchers, journalists, content producers, regulators as well as editors' forums among others.
- Forging more effective partnerships through the Gender and Media Diversity Centre (GMDC): With its slogan, 'connecting, collecting and collaborating,' the GMDC will continue to forge partnerships and agreements that will lead to increased knowledge generation and sharing. GL will place more emphasis on creating a community of practice that will largely focus on training and research institutions in SADC and beyond.
- Global gender and media engagements through GAMAG. GL will continue its global engagements around gender and media. With another year to go as chair of GAMAG, GL will lead a mapping exercise on GAMAG member activities as well as strengthening GAMAG's plan of action 2016-2020.
- Strengthening the media training portfolio-working with institutions of higher learning: With the adoption of the COE model, the media programme has focused more on training for mainstream media personnel. In the next five years, the programme will engage institutions of higher learning more as a way of strengthening the training component of the programme. This will include thematic and periodic workshops for mainstream media.
- Reaching out to citizens through the media literacy project: GL will strengthen the media literacy project, which has been the media programme's main interaction with citizens, by working with institutions of higher learning and GEM networks. Work with GEM networks requires capacity building and collaboration at the local level.
- Explore funding opportunities post DFID PPA phase. It is essential that the media programme obtains stable funding from a major donor post DFID PPA. Ford

Foundation is a potential donor with interest in advancing effective communication on media and LGBTI in Africa. GL will explore possibilities for extending this relationship post current grant.

Alliance

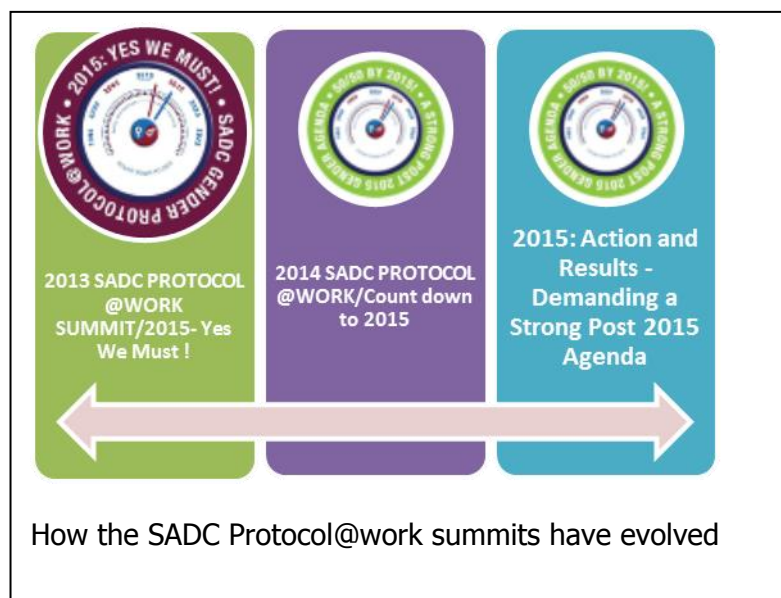
The Southern African Gender Protocol Alliance, or Alliance programme, forms an umbrella to all of GL's programmes connecting the dots from the local to the global level. It includes five projects: research through the annual barometers, the SADC Gender Protocol summits, institutional strengthening, costing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



SADC Gender Protocol, and the post 2015 agenda. SADC is the only region in the world with a legally binding omnibus instrument for achieving gender equality. Through pushing the boundaries of the Millennium Development Goals (MDGs), and setting targets in such areas as Gender Based Violence and the media, the SADC region is at the forefront of going beyond minimum standards in the post 2015 agenda. However, this one-stop-shop for gender equality expires in 2015, posing the risk of stagnation just as the rest of the world moves forward to adopt the Sustainable Development Goals (SDGs).

2015 is a year to raise the bar for the region beyond minimalism to have a rights based framework that will ensure voice, choice and control for each SADC citizen. It is a year to be game changers on how we conduct advocacy, research and presentation around it. However, it is also a year to look through the gaps so that no one is left behind in this new era. At a time when resources are dwindling and development funds are channelled through governments and the private sector, it is critical for the Alliance network to maintain the web of influence in the region and beyond through innovation and joint ventures for gender equality.

Sharing good practices: From the outset, GL has had a strong focus on gathering and sharing good practises through the SADC Gender Protocol at work summits. In 2013, as the local



level work gained ground, and the Alliance country work strengthened, GL and partners decided to bring the local government and media summits together in one SADC Protocol@Work summit, preceded by twelve country summits.

In 2014, the Alliance cascaded the summits to district level. The summits will continue to provide a learning platform for civil society and citizens through bringing together various networks and championing dialogue between grassroots and policy makers.

As we move forward the summit will be a platform to take forward implementation of the Post – 2015 Protocol from a regional to an international level and use of IT for global reach.

Summits

Country Madagascar summits

Quick facts about the Gender Justice and Local Government national Summits in Madagascar	
2012	2015
• 166 participants and entries, 109 women and 57 men, in 10 categories. • 09 women and 03 men runner up • 08 women and 4 men winners • 24 judges, 21 women and 03 men	• 300 entries, 121 short-listed, 89 women and 32 men, from 13 categories • 12 women and 3 men runner up • 11 women and 7 men winners • 69 organisations represented • 14 councils represented • 03 media houses represented • 06 government entities represented

Overview of country summits from baseline year to 2015

Madagascar first national summit was held in 2012. Across the years, the national summits gained high level political and further widespread support across ministries as reflected in the high level attendance at the summit. The number of entries received during the 2015 national summit has doubled from 166 entries in 2012 to more than 300 entries in 2015. The number of categories has also increased from 10 to 13 main categories in 2015. Every summit is enriching and is a huge opportunity to measure progress and exchange effective strategies.

Objectives of Madagascar summits

The 2015 SADC Gender Protocol Summits and Awards aim to:

- Take stock of the progress made at the local level, in government, civil society, Faith Based Organisations and the media, as well as across the key theme areas of the SADC Gender Protocol.
- Appreciate and reward local initiatives toward the promotion of gender equality and the fight against GBV
- Build linkages between civil society and government work on the ground as part of the broader objective of gender responsive governance and accountability.
- Develop strategic partnerships and networking opportunities across different sectors.

Summit Process: from District Level Summits to National Summits and Regional in 2015

District summit

Prior to the national summit, GL Madagascar conducted 03 district summits in Antananarivo, Fianarantsoa and Diégo in order to measure the progress done by the councils. The district summits were also meant to collect evidence of change and collect progress scores. This exercise was benchmarked using the council action plans, which include gender based violence plans all based on the SADC Protocol on gender and development. Out of 56 councils that have gender action plan, 48 councils were present during the district summits.

National summit

The Madagascar national summit was held on 17-18 June 2015 at Hotel Colbert, Antananarivo. The summit was attended by high level delegates from government ministries, NGOs, the media, technical and financial partners. 14 COEs, 69 organizations, 03 media houses and 6 representatives of ministries participated in the national summit. GL awarded 18 trophies to 11 women and 7 men winners.

Regional summit

Two councils, the urban council of Maintirano and the rural council of Ambohimirary, two emerging entrepreneurs and two representatives of ministries will represent Madagascar at the regional summit in Gaborone Botswana.

Summary of key achievements

- Donor round table was held
- Councils which have been part of the COE process have achieved the following:
 - Gender Action plans have been developed and incorporated into existing Integrated Development Plans (IDP) of the current COE councils
 - Expansion and devising of gender sensitive budgets that have been adopted within the councils
 - Development and implementation of gender sensitive policies
 - Raising awareness and holding councils accountable whilst ensuring the implementation and institutionalisation of gender mainstreaming within their councils
 - Gender built into policy and practise at local level, and that councils identified the need to have gender built into policy and practise at local level.
 - A life skills and entrepreneurship programme was established in 2013 and run in 10 of the COE councils

Governance

Madagascar is divided into 1663 councils, 119 districts, 22 regions and 6 provinces. In 2011, 15 councils signed MOUs with Gender Links and formed part of Centres of Excellence (COE) process. It was agreed that Gender Links will sustain actions that Saha conducted in 16 councils. Thus, 16 councils joined the COE process. In 2012, Gender Links developed a partnership with UNFPA and UNDP. UNFPA through the Ministry of Population and Social Affairs funded 4 councils. UNDP funded 16 councils through their elections programme. These 16 councils did all stages except the development of action plan (stage 5 and stage 6), in total, 51 councils. In March 2013, GL Madagascar office has been granted an EU budget. This project is mainly on women in politics but is implemented through the COE project. 16 more councils in the regions of Diana, Melaky, Androy and Anosy will be added. The project will last two years. At present, 67 councils are part of the COE process.



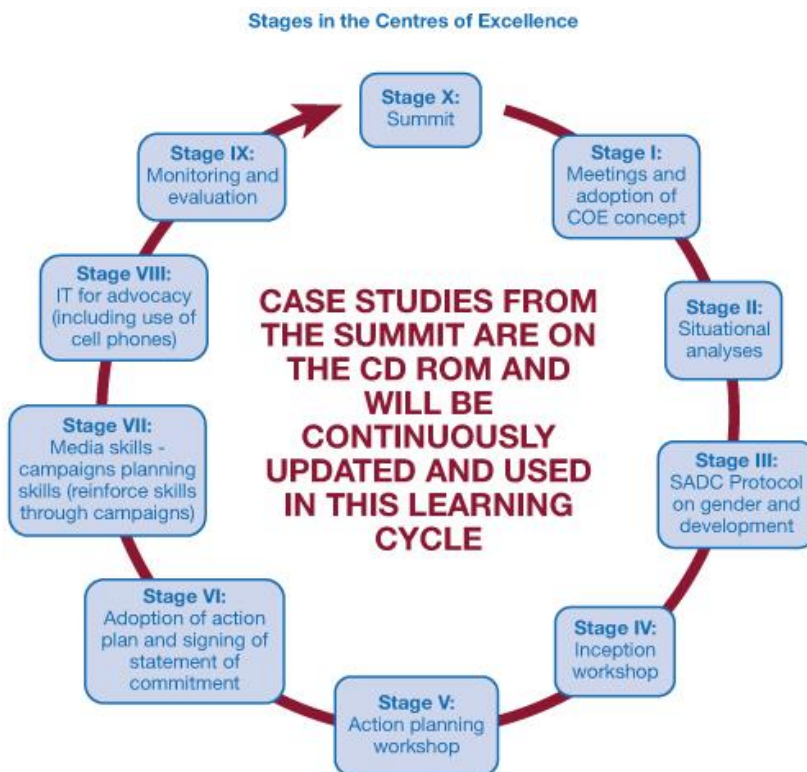
Figure 2: 16 Days celebration in Morondava

The COE process

The COE process is divided in 10 stages which are covered and illustrated in the diagram below. Key principles include:

- **Political support:** Getting buy-in at decision-making level.
- **An evidence-based approach:** Conducting a situation analysis that is council-specific and will help to address the needs of that council.

- **Context specific interventions:** Conducting council-specific gender and action plan workshops that localize national and district gender policies and action plans.



- **Community mobilisation:** SADC Gender Protocol village level workshops that familiarise communities with the provisions of the sub-regional instrument and empower them to hold their council's accountable.
- **Capacity building** through on-the-job training with council officials and political leaders.
- **Application of skills:** Assisting councils and communities to apply

these new skills through running major campaigns, e.g. 365 Days to End Gender Violence; the 50/50 campaign etc.

- **Monitoring and evaluation:** Administration of score cards and other monitoring and evaluation tools that can be used to measure change in the immediate, medium and long terms.
- **Knowledge creation and dissemination:** Working to gather and disseminate best practises, case studies, etc. that can be presented at the annual gender justice and local government summit and awards that provide councils and communities with a platform to learn from each other on empowering women and ending violence at the local level.
- **Cascading the COE's:** GL is working with local government associations across the region on innovative strategies for cascading the COE's that include working through gender focal points of the associations and peer support.

Locally driven approach

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

In 2011, GL has developed a partnership with the program SAHA to extend and cascade the concept in 16 other councils where SAHA operates. To do this, members of AESG were trained as trainers to implement the partnership. Twenty trainers were trained in the first training. Following this partnership, 31 councils have become Centers of Excellence.

Taking into account the successful experience of SAHA and the impact of the concept vis-à-vis the community, and for the extent of the Big Island (1549 councils), GL sought to extend the cascading concept in other cities of Madagascar and sought partners. The Ministry of Population and Social Affairs in partnership with UNFPA responded favourably. Four more council have benefited from this partnership. Reproductive health has been well integrated into the process. UNDP has also developed a partnership with GL. The latter focused on women and elections (Step 7 and 8 of the COE process). The interventions took place in each council in the district in the region Atsimo Andrefana and Analamanga, in total 16 councils. The Members of AESG received capacity-building.

In 2013, GL was granted a budget to extend the COE process in 16 more councils. In February 2014, a TOT was conducted to implement the project in 08 councils in 2014 and 08 more council in 2015. In preparation of the local election, GL Madagascar trained around 500 women candidates' mayors and councillors.

Currently, 60 councils have gender action plans, which include gender based violence action plans. The on-the job nature of the COE process has equipped gender focal persons and champions with skills to facilitate some of the COE workshops and to introduce peer to peer learning between councils. Gender mainstreaming is therefore firmly on the agenda of service delivery in these councils.

The target groups for the programme are the local government councils, both rural and urban in Madagascar. Working from the ground up has proven the best way to integrate policy and community actions in gender mainstreaming as this is streamlined into the service delivery approach of local government. The programme has raised a critical mass of women and men who are pushing the gender equality agenda as gender champions (the councillors) and gender focal persons (the technical persons). Emerging evidence suggests that this is an effective and sustainable model.

One of major challenges in Madagascar is the distances between COEs. To effect a cost and time effective roll out of COE work, Madagascar will adopt a more formal process of interconnecting well placed groups of councils in a "hub and spoke" type of arrangement.

This model which will help sustain weaker Councils and develop stronger links and support between the councils to undertake the COE work. By having trainers that function within these councils it becomes possible and also easier to sustain the COE activities and hold partners accountable for ensuring the cascading and ownership of the COE process. This is to ensure that capacity is retained at the local level to support local councils in gender mainstreaming work when the project phases out. GL Namibia has done a mapping exercise to group Councils according to their geographical locations. It is important that the capacity of councils is built to reduce the dependence on GL. Skills building and transfer are also essential for sustainability.

Cascading Models for COE's

Before, the members of the AESG were the trainers of GL Madagascar and they are the one's who are rolling out the COE process. As the objective is to cover the 119 districts of Madagascar, below are some strategies for cascading COE's in Madagascar:

- To develop a relationship with the Ministry of Population, social protection and women promotion that covers also the 119 districts. GL will organise a Training of trainers for the Ministry and they will roll out the process in the district
- To strengthen the partnership with the old council COE. These old COE can become a 'hub' and will do twining with the district around their council. GL need to organise a Training of trainers for the Gender Focal Point and they will roll out the process in the district

Funding sought for the cascading of the COE's and Entrepreneurship programme

- FGE proposal: In moment of the redaction of this strategy, this proposal is in a semi-finalist phase, for an amount of USD 350 000, the proposal aim to cascade the COE process as well as the **entrepreneurship** program in 12 new councils around the

6 provinces in Madagascar. In each province, GL will choose one best to council to be a "hub" and theses councils will do a twining with the new council such as 2 new councils in each province

Entrepreneurship Programme

This project brings together two areas of GL activities, governance and justice relating to gender. Currently, through its program on governance, GL works with 100 councils in ten countries in the region to incorporate the gender approach in local communities. Local economic development is an integral part of the action plan on gender that each council "Centre of Excellence" (COE) adopted as part of the gender mainstreaming initiative.

Over the past 12 years, GL has worked with GBV survivors to gather their personal stories or "I" stories. The project "Healing through writing" provided guidance on some engines of gender violence especially domestic violence. In their testimonies, many women said that economic dependence is both a cause of violence, but also a reason to return to abusive relationships.

GL started a life skills and entrepreneurship programme in 2013, for survivors of GBV through 10 COE councils in Madagascar. Through training in entrepreneurship, GL will test the hypothesis that economic empowerment can improve the living conditions of women, thereby increasing their ability to negotiate safer relationships or to leave an abusive relationship. The project trains and supports women survivors of GBV to achieve economic independence, self-confidence and business development skills as a means to achieve financial empowerment.

Ownership and impact

All hold COEs councils:

- integrate gender in their budget
- put in place a local committee who fight against GBV in the council, the members of the committee are from each village in the council
- open a space where the survivors can come to share their problem
- The focal person in each council is ready to popularize the COE process
- To roll out the COE's process in the 119 districts
- To develop partnership with the ministry of population, social protection and women promotion as well as the CSO who work for gender
- To finish the COE process in all old councils
- To follow up the old councils
- To collect date for the women mayors and councillors elected
- To build capacity of the women mayors and councillors elected
- To follow up on fundraising

Partners

Promoting gender responsive local governance in Madagascar has been a success due to the sturdy cooperation of the following stakeholders who will continue to collaborate with Gender Links in implementation. These stakeholders remain instrumental in assured effective capacity building, the cascading and strengthening of efforts in Madagascar:



Ministry of Population, Social Protection and Women Promotion:

This key Ministry is present in the 6 provinces and 22 regions of Madagascar. GL has worked closely with the Ministry throughout the COE implementation through the gender

focal person in charge of social protection and women promotion, as part of their commitment to gender equality. Going forward GL worked closely with provincial representatives of the Ministry to support the programme.



Association des Elus Sensible au Genre (AESG): Fifteen municipalities have completed all 10 COE stages and participated in the Regional Summit in Johannesburg in 2011. After the summit, members of the Malagasy delegation decided to create an association called Association des Elus Sensible au Genre (AESG or the "Association of Gender Sensitive Elected Councillors". Gender Links has a Memorandum of Understanding with AESG and they will collaborate in setting up and strengthening the Gender Forum as well as partners

during the women in politics trainings.



Federation Pour La Promotion Feminine et Infantile (FPFE): Working with networks and relations – The organization has also aptly engaged the Fédération pour la Promotion Féminine et Infantile – FPFE, a federation of associations working for the improvement of the quality of life for Women and Children.

Other CSOs: GL Madagascar team has successfully worked with all organisation that advances the plight and rights and women in local Malagasy communities such as CNFM, EISA, UNESCO, ECES.

Results for Change: Monitoring and evaluation Framework

GL has developed several tools including:

- A scorecard administered at the beginning and end of the process.
- The GBV prevalence and attitude survey.
- Testimonial evidence and beneficiary analysis.
- Case studies and their application to on-going learning and training.
- Impact Evidence and case studies of the SADC Gender Protocol being implemented in a comprehensive and measurable way at the local level, including contributing to the SADC target of halving gender violence by 2015.

Outcome

Tangible evidence at the local level that gender mainstreaming:

- Contributes to more responsive, accountable government through the active participation of citizens, especially women;
- Can help to reduce climate change and gender violence and contribute to the economic empowerment of women.
- Is a strong contributory factor to local economic development?

Outputs

- A manual on the revised and expanded COE process.
- Substantial annual increases in the quantity and quality of entries for the summit and awards.
- Gender champions trained as trainers that will ensure sustainability of the COE process in councils.
- Councils committed to the peer learning initiative by identifying councils or peer educators are trained and they will be transferring skills to through peer education.
- Signed MOUs with local government stakeholders as well as NGOs that support the implementation of the COE activities.
- Local level GBV prevalence and attitude surveys that can be aggregated into national surveys.
- All field offices registered in countries where GL has country facilitators
- Funders identified in country as well as funding secured for GL activities.

Lessons learnt

What GL has learned and how this is being applied

- Ensuring that there are gender champions and gender focal persons within the identified COE councils to assist with implementation of the process
- Create awareness amongst the political management in order to have the COE process endorsed politically
- Anchoring and strengthening existing relationships with COE councils is very vital to ensure the continuation of the process.

Strategic thrust 2016-2020

GL Madagascar Programme focus 2016-2020		
Alliance	Governance and economic justice	Media
- Strengthen the work of the Alliance - Continue to raise awareness of the Post-2015 SADC Gender agenda - Measure progress towards the SADC Protocol on Gender and Development and SDG 5 through research and publication of the Annual Barometer. - Hold district and national SADC Gender Protocol@Work summits to gather and share good practices.	- Train women mayors and councillors elected during the last local government elections in 31st of July 2015. - Develop the 'hub and spoke' approach. From the existing 67 COEs, the most performing one from each of the six provinces of Madagascar will be selected to mentor all districts in the Province. - Organize backstopping in the 67 old councils - Cascade COE's to 119 districts of Madagascar through the "hub and spoke" approach. - Ensure that budgets are reflective of people's needs and priorities through costed gender and GBV action plans in all local councils. - Monitor and evaluate inputs against outcomes and impact using qualitative and quantitative methods. - Promote knowledge dissemination, networking and structuring of networks through summits, Regional Gender Fora, twinned councils, exchange visits and a community of practice for promoting gender mainstreaming. - Campaign for the adoption of updated Local and National Action Plan for ending gender-based violence in all COEs; which include efforts to address economic justice. - Cascade the entrepreneurship programme to all 119 districts and concretise post training arrangements and pledges to support the women.	- Promote gender equality in and through the media and conduct effective campaigns for ending gender violence, HIV and AIDS, as well as promoting economic and climate justice and LGBTI rights - Cascade Media COE in the 5 provinces
GL Madagascar Institutional Priorities 2016-2010 - Develop an aggressive funding strategy to secure funding for ongoing operations; including financial and or in kind support from donors, government and the private sector. - Meet the targets set.		

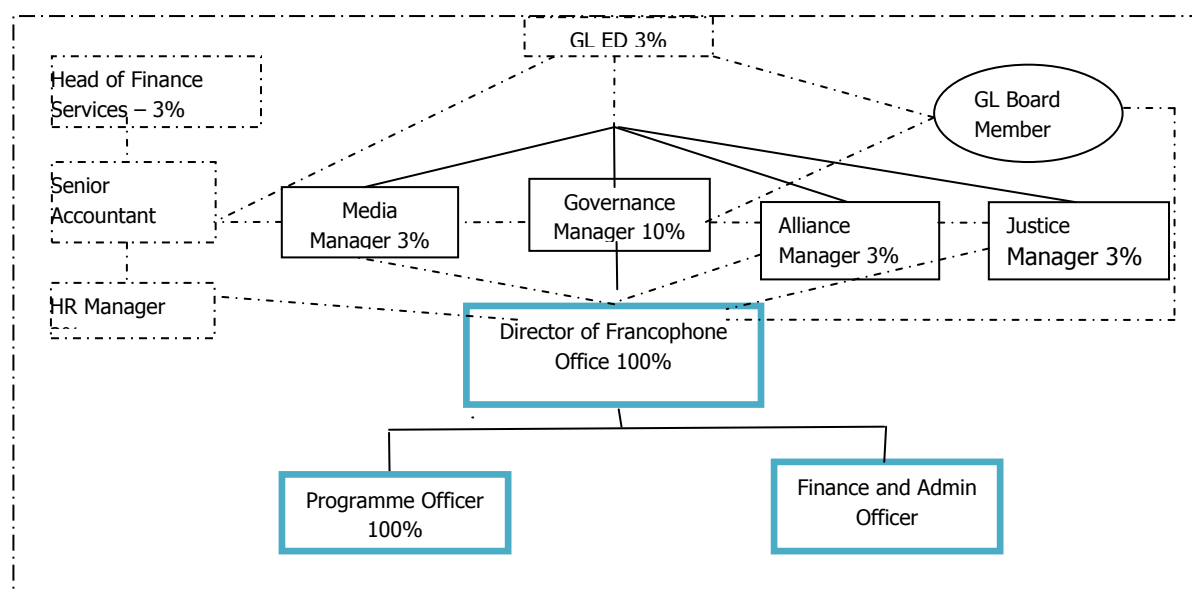
- Increase and maintain the partnership base
- Ongoing relationship building with all levels of government.

List of COE Council and Gender Score Card progress scores from 2010/2011 (Baseline year) to 2015 scores)

COE Councils	Baseline Scores (2010/2011)	Progress Scores (2015)	Variance
Ambatondrazaka	68	69	1
Andoharanomaitso	89	67	-22
Anjinjaomby	52	77	25
Antanamitarana	47	89	42
CUT	54	85	31
Ialananindro	77	92	15
Ivato	81	68	-13
Foulpointe	51	66	15
Manjakandriana	81	90	9
Toamasina Suburbaine	71	67	-4
Tsiafahy	74	75	1
CUD	63	74	11
Soalandy	36	67	31
CUA	69	69	0

INSTITUTIONAL EFFECTIVENESS

The organisational structure for GL Madagascar Office is summarised in the Figure below:



Director of the Francophone Office: The Director of Francophone Office will report to the Governance Programme Manager based in Johannesburg. The Director will provide overall leadership to the project and represent GL with donors in Madagascar. She is responsible for the entire project implementation, ensuring that all activities are implemented according to the work plan and budget; budget oversight and budget tracking; preparing narrative and financial reports; ensure donor compliance; lead and coordinate project reviews and evaluations; liaison and cooperation with partners; maintain relations at district, local council level, etc.

Country finance and administrative officer: Their main role shall be to ensure that all the EU financial procedures together with those of Gender Links are followed. They will also be responsible for the administering of all financial transactions using the appropriate budget lines as per activity under the supervision of the Director of Francophone Office.

Country Programme officer: The role of the country programme officer is to assist the Director in the project implementation. The programme officer will also be responsible for Monitoring and Evaluation of the project.

Financial Management

The funds from EU shall be managed by GL Director of Francophone Office in Madagascar. A schedule of individual donor reports (financial and narrative) will be available at all times. The Pastel Evolution financial system GL uses allows for printouts of expenditure against budget at any time. GL keeps detailed and up to date records that are available for inspection at any time and that have passed the stringent tests of auditors.

Headquarter oversight

The Executive Director of Gender Links will provide strategic leadership and guidance to the programme through the GL Gender and Governance Programme Manager. The Head of Finance and Senior Accountant shall oversee donor accounting, reporting and adherence to rigorous financial accountability.

Equipment, materials, and supplies

GL Madagascar rents office space in the city centre which is easily accessible by project partners and stakeholders. The office is supported by GL head office through the governance manager, regional finance officer, Director of Operations, Head of Finance and IT and the Chief Executive Officer. Their respective time inputs are illustrated in the organisational chart.

Risks and risk mitigation

RISKS	MITIGATION
EXTERNAL	
Funding	Every effort needs to be made to raise funding and the following will need to be considered: - Diversified funding base to include private sector - As many potential funders as possible need to be approached
Patriarchy	Work closely with partners and gender champions to effect changes in attitude and understanding
The turnover of representatives in rural urban councils	GL inducts new councillors after elections where needed. The "hub" clusters will be ideal structures through which passed elected officials can pass on their knowledge to new officials.
INTERNAL	
Challenges with technology and systems holds back progress e.g. SAP.	Continue to train
Long distances impact in time efficiencies	Make the cluster model work for COEs

Sustainability post 2015

Programme

Key sustainability measures may be summarised as:

- Working with and building the capacity of the existing and new COEs.
- Implementation of the cascading and "hub" concepts
- Strengthening the existing, and training new Gender Focal Persons and Champions in all active COE's; training gender and local government officials in the COE process, and backstopping them in running this process in 36 councils.
- Ensuring the Councils contribute at least 10% of the direct costs for the COEs.
- Fostering a culture of peer learning and sharing as well as twinning through the new District Level Summits.
- Enriching and enhancing the framework for gender responsive governance provided by the COE model through flagship projects for ending gender violence and entrepreneurship training. This requires effort in terms of mobilising in kind resources to support the survivors in the post training period.
- Continuing to nurture high level, multi-party political support for the programme from the parent ministries, local government associations, the Alliance and civil society partners.

Funding

Ensuring funding for the sustainability of the office and programmes is an ongoing process. Efforts need to be made to identify private sector resources that can be approached. A funding application aimed at the private sector should be developed. Every effort to diversity the funding based should be pursued.

A round table donor meeting was held on 19th of June. The objective was to present the GL work and how the donors can support the GL work. European Union, African Union, UNFPA, UNDP was presented during this meeting. For European Union, they are very interested and

knew the GL work as they funded already GL. Otherwise, in the future, the EU representative invite GL to submit a proposal when there is a call of proposal. African Union and UNDP were interested for the women in politics program. As Madagascar organise a local election in 31st of July. They suggest that this program continue for the women mayors and councillors elected. They propose that after the official result of the local election, we can organise another meeting to see in details the way forward.

Diversification

GL has potential to offer consulting services in the country on the same bases as GL services at HQ.

BUDGET AND VALUE FOR MONEY

GL will continue to build on the VFM measures developed in the first phase to ensure greater economy, efficiency and effectiveness. These include:

- Good procurement practices through the updating of the suppliers data base and ensuring competition in all major purchases.
- Smart partnerships that result in sharing of expenses and in-kind support.
- The "hub and spoke" approach which will enhance economy, efficiency, effectiveness through transferring ownership of the programme to the gender and local government ministries.
- Strong planning using MS Project to ensure maximum synergies in programming.
- Strong accounting systems and oversight through Pastel Evolution.
- Vigorous implementation of the Anti-Corruption Policy.

Annex A: Local Government Beneficiary Analysis

NOM DES REGIONS	NOMS DES COMMUNES	FEMALE	%	MALE	%	TOTAL	Direct beneficiary	Indirect beneficiary
ANALAMANGA	Ambohimirary	19	70%	8	30%	27	27	13 000
	CUA	14	56%	11	44%	25	25	1 501 611
	Sabotsy Namehana	18	72%	7	28%	25	25	75 000
	Andramasina	41	53%	36	47%	77	77	18 776
	Anjozorobe	29	48%	32	52%	61	61	24 842
	Ankazobe	41	68%	19	32%	60	60	45 410
	Andriampamaky	22	88%	3	12%	25	25	13 500
	Ivato Aéroport	12	71%	5	29%	17	17	12 000
	Manjakandriana	8	50%	8	50%	16	16	202 771
	Miantso	19	59%	13	41%	32	32	23 000
	Soalandy	16	70%	7	30%	23	23	27 434
	Tsiafahy	14	67%	7	33%	21	21	19 600
	Ambalavao	11	33%	22	67%	33	33	30 000
	Bemasoandro	43	68%	20	32%	63	63	47 949
	Ambohitrimanjaka	19	73%	7	27%	26	26	235 541
	Bongatsara	22	47%	25	53%	47	47	165 199
VAKINANKARATRA	Andriambilany	17	81%	4	19%	21	21	6 000
	Ambohibary	15	50%	15	50%	30	30	52 000
HAUTE MATSIATRA	Alakamisy Itenina	8	27%	22	73%	30	30	27 000
	Andoharanomaitso	20	71%	8	29%	28	28	20 000
	Ialananindro	17	71%	7	29%	24	24	8 095
	Sahambavy	23	74%	8	26%	31	31	17 000.00
ALAO TRA MANGORO	Ambatondrazaka	23	56%	18	44%	41	41.00	75 675.00
	Moramanga	40	68%	19	32%	59	59.00	53 405.00
AMORON'I MANIA	Anjoman'Ankona	11	44%	14	56%	25	25.00	8 470.00
	Miarinavaratra	18	56%	14	44%	32	32.00	19 000.00

NOM DES REGIONS	NOMS DES COMMUNES	FEMALE	%	MALE	%	TOTAL	Direct beneficiary	Indirect beneficiary
	Mahazina	13	48%	14	52%	27	27.00	5 000.00
ITASY	Soavinandriana	19	66%	10	34%	29	29.00	40 453.00
	Analavory	26	39%	41	61%	67	67.00	45 000.00
ATSINANANA	CUT	23	56%	18	44%	41	41.00	267 389.00
	Mahanoro	38	58%	28	42%	66	66.00	39 879.00
	Foulpointe	23	56%	18	44%	41	41.00	7 987.00
	Toamasina Sub-Urbaine	3	13%	20	87%	23	23.00	179 045.00
DIANA	CUD	27	61%	17	39%	44	44.00	139 568.00
	Antanamitarana	12	55%	10	45%	22	22.00	5 380.00
	Joffre Ville	154	50%	157	50%	311	311.00	4 500.00
	Antsapano	207	52%	193	48%	400	400.00	5 300.00
	Ramena	148	47%	165	53%	313	313.00	4 096.00
	Sakaramy	148	49%	157	51%	305	305.00	3 224.00
MENABE	Malaimbandy	22	29%	55	71%	77	77.00	26 000.00
	Anosimena	32	73%	12	27%	44	44.00	6 000.00
	Manambina	35	56%	28	44%	63	63.00	7 000.00
	Morondava	47	68%	22	32%	69	69.00	96 765.00
	Isalo	31	44%	39	56%	70	70.00	8 000.00
SAVA	Anjinjaomby	15	38%	24	62%	39	39.00	7 200.00
BOENY	Mahajanga	67	61%	43	39%	110	110.00	238 484.00
MELAKY	Maintirano	35	70%	15	30%	50	50.00	23 700.00
	Andabotoka	156	52%	143	48%	299	299.00	8 350.00
	Betanatana	196	62%	121	38%	317	317.00	6 442.00
	Mafajjijo	147	51%	141	49%	288	288.00	6 387.00
ANDROY	Amboasary	284	85%	51	15%	335	335.00	32 411.00
	Ambovombe	30	56%	24	44%	54	54.00	77 000.00
	Ranopiso	28	54%	24	46%	52	52.00	20 000.00
	Tsimananada	79	76%	25	24%	104	104.00	24 484.00

NOM DES REGIONS	NOMS DES COMMUNES	FEMALE	%	MALE	%	TOTAL	Direct beneficiary	Indirect beneficiary
ANOSY	Fort Dauphin	9	36%	16	64%	25	25.00	70 000.00
	Manambaro	38	76%	12	24%	50	50.00	12 800.00
	Maroalopoty	30	56%	24	44%	54	54.00	3 400.00
	Erada					0		
ATSIMO ANDREFANA	Benenitra	60	57%	46	43%	106	106.00	17 680.00
	Ampanihy Ouest	82	59%	58	41%	140	140.00	21 000.00
	Ankazoabo Sud	36	72%	14	28%	50	50.00	31 500.00
	Beroroha	114	78%	32	22%	146	146.00	26 316.00
	Betioky Sud	82	87%	12	13%	94	94.00	39 241.00
	Morombe	40	80%	10	20%	50	50.00	49 124.00
	Sakaraha	138	91%	14	9%	152	152.00	37 000.00
	Toliara I	46	92%	4	8%	50	50.00	300 000.00
	Mitsinjo Betanimena	44	85%	8	15%	52	52.00	79 000.00
TOTAL		3 304	60%	2 224	40%	5 528	5 528	4 764 383.00

GL Madagascar SWOT 2015

	Strengths	Challenges	Opportunities	Actions
EXTERNAL				
Political environment	The Ministry of Population, Social Protection and Women Promotion as well as the Ministry of Local government recognise GL work.	After the local government election this year, some mayors and councillors changed.	Greater possibility of having MOU with different government ministries	Have to write MOUs with all government ministries that GL works with
Economic environment	High rate of sustainability as the programmes are owned by councils	Lack of gender responsive budgeting within the councils	There is a possibility for councils to source outside funds for their projects	Engage councils with the means of fund raising
GL Programmes				
Alliance	Ability to form active networks	Willingness of alliance networks to participate to GL work	Possibility of engaging more organisations as alliance networks	Hold meeting with other organisations working on gender issues and lobby for their support.
Media	Media house staff's willingness to work with GL	Lack of buying from management	Media is one area where gender mainstreaming is essential	Improve the programme to increase the number of media houses that can join the programme
Governance – 50/50	The Ministry in charge of gender as well as the Ministry of Justice join the civil society for the adoption of the bill on	Convince the National Assembly to adopt the bill	Availability of a gender and development commission in the National Assembly	Hold workshops to sensitize the parliamentarians about the bill

	Strengths	Challenges	Opportunities	Actions
	proportional representation Women - Man			
Gender and local government COEs	Willingness of councils to be part of the COE process	Lack of funds for implementing Gender and GBV action plans	The best council in each province have agreed to be "hub and spoke"	Introduce the "hub and spoke" approach
Justice				
Entrepreneurship	Easy to find participants to the programme using COE	Literacy level of the survivors	High possibility of getting funding for the project	Approach the private sector for the project funding
Partnerships	Availability of sustainable partnerships	GL offices has few staff and attending to partners events is often a challenge and that may compromise partnerships	High possibility of having new partnerships	Increase the number of organisations to enter into partnership with
Results for Change				
INTERNAL				
Corporate governance	Governed by the board members from different countries and fields and they bring their expertise	Sometimes it is difficult to dedicate time to GL work as they have other engagements	Having board members in many countries makes it easy for GL to operate within those countries	Organise regular board meetings to increase commitment of board members
Finance	High possibility of funding because of diverse programmes offered by GL	Too much dependency on Donor funding places uncertainty	More possibilities for diversification	Look into new programmes that GL can venture into

	Strengths	Challenges	Opportunities	Actions
Human resources	Staff very stable and complementarian	Insufficient number of staff	Smooth take over because of systems put in place	Employ more staff and enter into strategic partnerships
Offices	GL offices provide a hub of information that is useful for many people	The office don't have generator for power cut	There is high possibility of buying generator	Compare the price of generator
IT	IT systems used for profiling GL work and operations. Eg Pastel, intranet and cloud services	The effectiveness of the systems may be prohibited by poor connectivity	Possibility to introduce new IT systems	Upgrade the internet connectivity in the office

Annex C:

Annex C: INTERVENTION LOGIC

GOAL					
 To contribute to the attainment of gender equality and ending of gender violence in Madagascar in accordance with the provisions of the Post-2015 SADC Protocol on Gender and Development.					
SPECIFIC OBJECTIVES					
1) 1. To increase women's effective participation in local government through a campaign for a legislated quota in local government	 2. To enhance gender responsive governance through Centres of Excellence for Gender in Local Government in two thirds of urban and rural councils.	3. To reduce GBV in communities through the implementation of local action plans and training survivors of GBV in entrepreneurship skills.	4. To promote gender equality in and through the media		
OUTCOMES 					
1. A legislated quota for women in local government through the 50/50 campaign ahead of the 2020 local and national elections.	2. Women's effective participation enhanced through lobbying and advocacy on leadership and gender analysis skills.	3. Gender responsive governance and accountability enhanced through all of Madagascar districts becoming Centres of Excellence for Gender in Local Government.	4. Sustainability enhanced through capacity building of Gender Focal Points within the 119 districts backstopping of the process to the gender and local government ministries.	5. A National Action Plan to End Violence against Women cascaded to local level through COE's that cost these plans as part of a Gender Responsive Budgeting strategy based on baseline study to be carried out.	6. Gender is mainstreamed in media training institutions and the proportion of women sources in the media increases
OUTPUTS					
1.1 Records of 50/50 campaigns and their impact in 119 districts.	2.1 Partner members trained in lobbying and advocacy.	3.1 Reporting, verification and summit entries of activates in councils.	4.1 119 GFP plus 119 officials from councils and Ministry of Gender trained, at least 50% men.	5.1 119 costed local gender action plans responding to findings of VAW Baseline Study to be carried out in Madagascar.	6.1 Increase in number of women in leadership in media

1.2 Records of strategy and lobbying meetings.	2.2 100 x Drivers of Change profiles	3.2 119 x Gender Score Cards and learning paper each year.	4.2 Manual and action plan for backstopping of COE process by ministries.	5.2 40,000 attitude surveys administered at beginning and end of the programme.	6.2 Number of COE media houses increased.
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