GL STRATEGY AND ACTION PLAN

2010-2015

Updated in January 2013

About Gender Links

Formed in March 2001, Gender Links (GL) is a Southern African NGO headquartered in Johannesburg, South Africa that promotes gender equality and justice across the fifteen countries of the region. Described in an external evaluation as a "small organisation with large footprints" GL took giant footsteps in 2008 with the establishment of a Francophone office in Mauritius, and regional advocacy office in Botswana, headquarters of the Southern African Development Community (SADC). By March 2012, GL had established a Lusophone base in Mozambique, and offices in Lesotho, Madagascar, Namibia, Swaziland, Zambia and Zimbabwe. The organisation has close to 60 staff, 30% of these men. The 12-member Board chaired by Dr Muna Ndulo from Zambia comprises ten SADC nationalities, 30% of whom are men.

GL is recognised globally for bringing together a coalition of gender NGOs that campaigned for the Southern African Development Community (SADC) Protocol on Gender and Development with 28 targets to be achieved by 2015. GL coordinates the Southern African Gender Protocol Alliance that brings together national coordinating networks; regional theme clusters and interest groups to lobby for the implementation of the Protocol, Southern Africa's roadmap for achieving MDG 3 – gender equality. GL mainstreams the targets of the Protocol in its three core programme areas – media, governance and justice. GL is also leading a campaign for an addendum to the Protocol on Gender and Climate Change, a cross cutting theme in all its programmes.

Following extensive research on gender and governance, GL is now working with 150 Centres of Excellence for Gender and Local Government, to be expanded to 300 councils by 2015. Learning from the four Gender and Media Summits that showcased good practice in changing gender relations in and through the media, the governance programme has hosted three Gender Justice and Local Government Summits, including (in 2011) six country summits before the regional summit. In 2013 GL will convene eight national and one regional Summit around the theme: *"2015, Yes we must! The SADC Gender Protocol @ Work."*

GL's pioneering work in developing strategic communications campaigns linked to the Sixteen Days of Activism on gender violence has grown to include National Action Plans for measuring the impact of this work. These indicators are being cascaded to local 365 Day Campaigns to end gender violence linked to the governance work. GL is driving a campaign to focus greater political attention on prevention of violence, including through the organisation's *Making IT work for Gender Justice* campaign that uses social networking tools and cyber dialogues to create multiplier effects. GL is also expanding the work on economic justice through a programme to empower women survivors of gender violence in its governance work, as well as the gender and economic coverage training in the media work.

In the media programme, GL has conducted ground-breaking research on gender in the media and media content, as well as in media education. GL is currently working with over 100 *Centres of Excellence for Gender in the Media* to develop and implement gender policies. Media training institutions and NGOs "connect, collect and collaborate" through the Gender and Media Diversity Centre that hosts seminars; produces a journal and is a world class knowledge exchange centre. The GL Opinion and Commentary Service, in English, French and Portuguese, gives voice to women and men around the region who often fail to access the mainstream media, especially through GL's special brand of "I" stories or first hand accounts that allow women to converse in 'safe spaces", in their own languages, across the region.

In October 2010 GL won the "Investing in the Future Award" administered by the Mail and Guardian newspaper for its Gender Justice and Local Government Summit. In 2009 GL received the "Top Gender Empowered Government Agency or Parastatal Award" from the Top Women Awards. GL has twice been a finalist in the "Drivers of Change Award – Civil Society Category" administered by the *Mail and Guardian* newspaper and the Southern African Trust.

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VISION AND MISSION

GENDER LINKS FOR EQUALITY AND JUSTICE

VISION

Gender Links (GL) is committed to a region in which women and men are able to participate equally in all aspects of public and private life in accordance with the provisions of the Southern African Development Community (SADC) Protocol on Gender and Development.

MISSION

GL achieves its vision by coordinating the work of the Southern African Gender Protocol Alliance formed around the sub-regional instrument that brings together all key African and global commitments for achieving gender equality by 2015, also the target date for MDG 3 (gender equality). The annual barometer measures progress made by governments against the 28 targets of the Protocol. GL has integrated these targets into its three core, closely linked programme areas: the media, governance and gender justice, and its cross cutting programmes: gender, climate change, and economic justice.

Working with partners at local, national, regional and international level, GL aims to:

- Promote gender equality in and through the media, and in all areas of governance.
- Develop policies and conduct effective campaigns for ending gender violence, HIV and AIDS, as well as promoting economic and climate justice.
- Build the capacity of women and men to engage critically in democratic processes that advance equality and justice.

This mission is achieved through a strong commitment to r**esults** that includes:

- Evidence gathered through conducting research to identify gender gaps.
- Lobbying and advocacy using mainstream and new media.
- Developing action plans in participative ways that bring together a broad cross section of partners in learning that is applied and supported on-the-job.
- Creating synergies to sustain the work.
- Monitoring and evaluating progress using appropriate regional and international instruments.
- Learning, knowledge creation and innovation.
- Improving value for money and institutional effectiveness.
- Fund raising at country and regional level, including maintaining a diverse portfolio of funders and income generating activities through GL Services and the GL Training Institute.

FOREWORD

The urgency of work to advance gender equality in SADC countries cannot be under-estimated. In its 2008 SADC Protocol on Gender and Development, the region put in place a legal framework for this purpose. This is no time to be complacent.

The Protocol encompasses The Convention for the Elimination of all Forms of Discrimination Against Women; the 1993 International Conference on Human Rights in Vienna which coined the mantra "Women's Rights are Human Rights"; the Fourth World Conference on Women in Beijing and the Millennium Development Goals (MDGs). MDG 3 concerns advancing gender equality across the globe. The SADC Gender Protocol provides a sub-regional roadmap for MDG 3.

The Protocol is but a framework within which SADC countries are to build and strengthen their institutions as they transform their societies from ones in which gender inequality is pervasive to ones where gender discrimination is a thing of the past. Sadly, some forms of women's rights violations such as trafficking are increasing. The global financial and food crises are increasing the ranks of the poor and undermining the capacity of states to address past wrongs of gender discrimination. The main lesson is that there is a propensity on the part of leaders to sign declarations and make commitments without any intention or plan for delivering on these promises.

The challenge is to bridge the gap between policy and practice: to devise effective accountability strategies. As former UN Secretary General Kofi Annan observed in the foreword to the report: *Larger Freedom: towards Development, Security and Human Rights for All*: "The world must advance the causes of security, development and human rights together, otherwise none will succeed. Humanity will not enjoy security without development; it will not enjoy development without security; and it will not enjoy either without respect for human rights."

In other words, gender equality is intrinsic to security and development. Unless women are able to exercise their human rights freely in societies in which they are, true development will not take place. Part of our tasks therefore is to convince states that gender equality is not only intrinsic to security and development: it is a precondition for sustainable economic development.

Strategic direction

As the GL Board, we strive to provide strategic guidance and effective oversight. GL completed its three-year strategy 2007-2010, developed after an in-depth external evaluation of the work of the organisation. This strategy helped to shape three distinctive programme areas within the overall ambit of the SADC Gender Protocol: media, governance, and justice.

While we sought to broaden the scope of our work, especially by venturing into the Francophone countries, we also made it clear that we needed to move from breadth to depth. Evidence of this is seen in all our programmes where we have progressed from research, to action plans, to capacity building, to much stronger monitoring and evaluation of the impact of our work. Over the last year, thanks to flexible funding from the DFID Partnership Programme Arrangement (PPA, we have had a paradigm shift from M and E to "results for change" – encompassing knowledge, learning and innovation.

In 2009, the Board approved the establishment of two satellite offices in Botswana and Mauritius. In 2009/2010 we also opened project sites in Madagascar, Namibia, Zambia, Lesotho, Swaziland and Zimbabwe to follow up on our governance and justice work within the context of the SADC Protocol. We also open a Lusophone office in Mozambique.

By 2012, GL had registered offices in ten out of the fifteen SADC countries, covering all three language groups (English, French and Portuguese). GL had also expended it Board to ensure a resident Board Member in each country of operation (this also led, for the first time, to 30% men on the Board). There can be no greater testimony to our desire for more depth than hands and feet on the ground to carry the work forward.

Following my request to management to look into the setting up of an endowment fund, this came into being in December 2008. The Board ensures that each year GL generates at least 10% in "own resources" that - like any good enterprise - can be invested back in the organisation. These comprise resources that GL has been able to raise through VAT returns; interest; sale of publications; renting out its premises and consultancy fees.

In addition to the endowment fund, the Board at its meeting in March 2009 authorised the purchase of the adjoining property to 9 Derrick Avenue where our offices are located: a long-term investment and an immediate measure to create additional space for a growing organisation. On GL's tenth anniversary in March 2011, GL made its largest investment to date – a boarding facility called the GL Cottages used for our training and rented out to fraternal organisations when not in use.

As we have scoured the terrain to see how best we serve the women of Southern Africa, we have reached the conclusion that we need to begin from within, by creating a world-class organisation run by a team of dedicated professionals who practice the good governance that they

preach. The Board constantly amends GL Policies and Regulations to reflect a larger organisation, with bases in more than one country, but guided by one value system.

Looking ahead

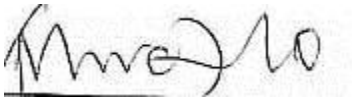
At our Board meeting in March 2010, we considered a paper by management on where GL sees itself in 2020. The highlights of this are contained in the section that follows.

Our landscape is constantly changing. Two years ago, Zimbabwe all but plunged to its lowest ebb; now there is a glimmer of hope on the horizon. In 2012, Joyce Banda became the first woman president of Malawi; first woman president in SADC; and second woman president in Africa. There has been a change of leadership in South Africa that poses interesting challenges to work on gender. While the number of women in politics continues to increase, there is little difference in the plight of ordinary women.

With every step forward, there is the possibility of a step backward. We need to ensure that however turbulent the seas, we keep our rudder pointing in the right direction. We need to ensure that we sustain ourselves, humanly, financially and organisationally so that we can sustain our cause.

The 2005/2006 organisational evaluation helped us to craft the 2007-2010 strategic plan. Similarly, we have used the 2010/2011 evaluation to fine-tune our five-year strategy 2010 to 2015, through updating this in 2012. GL's 100-point institutional assessment conducted at Board meetings since March 2009, and used by the external evaluators in 20010/2011 is also an important point of reference. The institutional score card is one that we have devised using several questionnaires that we responded to from donors over the last two years (DFID; MDG 3; UNIFEM and Diakonia). We felt the need to be able to ask and answer these questions on an ongoing basis as a kind of institutional health check. The results of this are summarised at **Annex A.**

May I take this opportunity to thank all those who have stood with us – our partners, donors and beneficiaries of our programmes. The challenges ahead of us are larger than any one individual or organisation. Together, we can and will make a difference*! Yes we can, and yes we must!*



Dr Muna Ndulo
Chairperson

GENDER LINKS' VISION 2020

2020 vision is the best eyesight. The fact that everyone is after this ideal vision is underscored by the fact that a Google search of the term throws up over 700,0000 references on the Internet. Like us, the whole world is looking for something better in the run up to 2020!

A vision exercise at the 2010 Board Meeting in which the Board and staff members wrote down where they would like GL to be ten years from now yielded the following responses:

- An independent, strong, vibrant, principled self- sustaining organisation guiding Southern Africa to a free, democratic region based on equity for all;
- A leading African NGO and globally renowned Centre of Excellence on gender mainstreaming, and the empowerment of women for development;
- An organisation represented in all the countries of Southern Africa and reaches out to all the corners and villages where the majority of women are found.
- A champion of justice;
- An organisation with deeper roots: able to weather any storm.
- An organisation with two wings - one for profit; and the other not-for-profit.
- Pioneering change and venturing into new areas, such as a TV station owned by and for women.
- A voice of the voiceless, especially women who constitute the majority of those globally denied a voice.

Lessons of climbing

GL is like the mountain climber who, after walking up a steep peak, stops to survey the scene below. In nine years, the organisation has grown from two staff and a budget of R250 000 to 40 staff and a budget in 2011/2012 of close to R40 million. The lessons of climbing are real. When you look up to a steep mountain, it often looks impossible. The only way you conquer it is by moving one step at a time. At moments, muscles will be stretched and they will hurt: no climb is ever achieved without this. You may even need a piggy back and if you are lucky there will be friends and helpers along the way. When you reach the top of the first peak there is

the satisfaction of looking down; gaining perspective. The beauty of the scene from higher up is that you see the big picture, not the rocks and the weeds along the way. But as every good climber knows, no climb is ever complete. Just when you think you have reached the top, you will see several more peaks waiting to be conquered. Not until you get to Mount Everest can you ever say that you have reached the pinnacle!

Why now?

In 2011, GL celebrated its tenth birthday. In preparation for that, GL had its second five-year organisational evaluation, together with several programme reviews required by key donors in 2010. GL also launched its ten-year history: "Giant Footprints: GL@Ten." Across the region and globally, 2010 proved to be a significant year for several reasons. It marked:

- The 15th anniversary of the Fourth World Conference on Women in Beijing;
- The tenth anniversary of the Millennium Development Goals to be achieved by 2015 and is a key benchmarking year for these;
- An important benchmarking year for the SADC Protocol on Gender and Development, whose 28 targets are also to be achieved by 2015. Coincidentally, 2010 is the thirtieth anniversary of the regional organisation.
- The first year of the African Decade on Women.
- The year that the Soccer World cup came to Africa (specifically to South Africa) for the first time.

Where do we want to go?

Vision and mission: At the 2010 Board meeting, Board and staff members reviewed GL's vision and found the ideal of a region in which women and men are able to participate equally in their public and private lives to be relevant. However, following the adoption of the SADC Protocol on Gender and Development in August 2008, we felt it necessary to be more explicit about this instrument in framing our work as well as providing monitoring and evaluation tools. This is reflected in the amended vision and mission that make specific reference t the Protocol and its targets. Further amendments include two key cross cutting issues: economic justice and climate change.

Theory of Change: Since the 2010 Board meeting, GL has refined its Theory of Change (ToC), mindful that there are many different strands of feminist discourse. We noted that while some of the more radical women's organisations feel that GL is not radical enough, we are often viewed by our media colleagues (especially because we have been critical of sexist advertising) as radical feminists. Key ideological pillars include:

- While we understand feminism to mean believing in the equality of women we recognise that the term in this region is narrowly interpreted and in some

instances alienates people, especially at the local level where we seek to concentrate our efforts.

- GL understands gender equality to comprise two essential components. First gender equality means empowering women whom society has relegated to second-class citizens to claim their rights. Second gender equality means changing the attitudes of men and helping them to understand that this is not a zero sum game. Unlocking the human potential of half the region's population can only be a win-win solution.
- We fully subscribe to the Gender and Development (GAD) as opposed to the Women in Development (WID) approach. In other words we do not subscribe to programmes or projects that lead to once off, superficial gains for women but fail to question the underlying structural inequalities between women and men.
- Shared power and responsibility is much more effective than demagogic rule. Whether in the political arena, in the work place or in the home, there is ample evidence to show that unbridled power is never a healthy state of affairs. GL believes firmly that democracy in our region can only be real if it starts in the home. A quote from a male local councillor in our study, "*At the Coalface, Gender and Local Government*" to the effect that "gender equality stops at my front door" is a stark reminder that we still have a long way to go.

Geographical scope

The 2010 Board meeting agreed that while there have been many suggestions that GL should spread its wings to East and West Africa, we need to retain and strengthen our base in Southern Africa which as a region has now expended to include 15 countries that speak English, French and Portuguese, as well as hundreds of local languages.

Reasons cited include:

- Southern Africa enjoys rare political coherence, even though there are many differences between countries.
- Failing states in other parts of the continent make venturing out high risk. Already GL has faced challenges with two fragile states in Southern Africa (Zimbabwe and Madagascar).
- The GL Board took a position in 2007 to strive for depth over breadth, geographically and in its programme work. GL needs to consolidate this strategy, before branching out any further.

The GL satellite and field offices have demonstrated the value of having representation on the ground. They are able to take up complex programmes, like the gender violence indicators, or the work with local government, and to ensure effective back up and

follow up. Over the next ten years there is need to consolidate these efforts further. For example:

- The Francophone operation which covers Mauritius, Seychelles, DRC and Madagascar should explore local funding opportunities.
- The Lusophone office needs to expand to include Angola.
- With Malawi now having the only female Head of State in Southern Africa and possibly holding local government elections, there may be need to consider a field office in Malawi.

How are we going to get to our destination?

The SADC Gender Protocol Roadmap: GL campaigned for this instrument and it now provides a roadmap for all our work. The Protocol keeps GL's programmes on track and aligned to the 28 targets. Through the annual Barometer produced by the Alliance, we track the performance of SADC states against these targets. We also integrate relevant targets into our three programmes. 2015 is a critical checkpoint for GL and partners in the Southern African Gender Protocol Alliance. We will be need to regroup, reposition, and redefine the next steps.

Gender and governance: The decline in women's political representation in elections held in Botswana and Namibia in 2009 and in Zambia in 2011 is a clear signal that there is need to resuscitate the 50/50 campaign. GL through the Gender Protocol Alliance needs to push for this to become a reality. There is need for evaluative approaches to help us understand how this has come about and to inform strategies for elections taking place before 2015.

Local work should continue but focus much more at Council than at district level since often the fruits of this work do not reach this level. There is need to build on the successful first Gender Justice and Local Government Summit with 106 best practise submissions, many from local government, to select promising Councils to work with directly on sustained gender mainstreaming programmes at the local level, using a Monitoring and Evaluation pack similar to that developed for gender policy work in newsrooms.

GL will seek to strengthen the links between country managers and local government associations. Where possible country managers will base in the offices on the local associations and work with their gender focal person, building capacity that will help to sustain the work. Already, GL shares offices with local government associations in Botswana and Zambia, and is in the same building as the Urban Councils Association of Zimbabwe (UCAZ).

GL will draw from the lessons of the think tank meeting held with Hivos and Akina Mama wa Afrika in December 2010: *Support to women leaders: Lessons Learned and Strategies for the Future.* This shows that there is need for much more creative thinking

on how to support women in leadership, building on the on-the-job approach that GL developed with the City of Johannesburg and is now taking forward with various Council's around the region.

Gender Justice: The most contested terrain among gender NGOs, GL has successfully defined its niche in this area by moving from campaigns to action plans and now pioneering pilot projects in the three countries where GL has offices (South Africa, Botswana and Mauritius) to develop gender violence indicators. This work has the potential to be cascaded across the region, especially in countries where GL now has offices. In 2011, Zimbabwe became the fourth country to undertake the research.

The Media: Gender and media remains a key niche for Gender Links. Following the closure of the Gender and Media Southern Africa (GEMSA) Network regional secretariat GL remains the powerhouse of research, training tools and links behind the gender and media movement. The Gender and Media Progress Study (GMPS) launched in 2010 as a follow up to the 2003 Gender and Media Baseline Study provided key data with which to reinvigorate and reposition the work.

GL has sought to use the considerable research that has been gathered over time to develop country profiles covering media performance, regulatory authorities, training institutions and citizen involvement. GL has developed specific profiles of media houses using the Glass Ceiling, GMPS, and situation analyses conducted for policy work.

Strengthening the Opinion and Commentary Service
Key directions for the future include:

- Stronger relations with media editor.
- Distribution through Editors' Forums.
- Use of New media such as Face book and Twitter for disseminating the service more broadly.
- Cultivating relations with community media.
- Developing the French and Portuguese language services.
- Links with international bodies to widen the reach of the service.
- Include people with disabilities e.g. blind people.
- Exploring income generation options, for example thematic journals

Forging more effective partnerships through the Gender and Media Diversity Centre (GMDC)
Key growth areas include:

- Strengthening governance through a clear delineation of members (partners) and the advisory group.
- Reciprocal e links with institutions; Links with institutions for online publications (open source education soft ware); open source networking
- Clear Memorandum of Understanding (MOUs) and partnerships.
- Strengthening the internship programme as a way of cementing ties with media training institutions.
- Encouraging students to research gender and media issues; publicising and canvassing their work.

- Forming a network of gender educators.
- Making materials more widely available to institutions and libraries.
- Following the Gender in Media Education audit, collaboration on capacity building initiatives; shaping curriculum; introduction of Gender and Media courses; collaboration on projects e.g. gender and media literacy.
- Broadening GMDC seminars and ensuring that these are hosted by a variety of partner institutions.
- Improving packaging of materials and programmes.

Cross cutting areas

Gender and economic justice: Gender justice is much broader than the fight against gender violence. It should include economic justice: an area not well covered in the SADC region. GL has worked closely with GEMSA in the campaign for the recognition of care work, a good example of an economic justice initiative. It has also promoted the economic provisions of the Protocol through *Business Unusual* media training seminars linked to the Protocol. The Gender and Soccer 2010 campaign (Score a goal for Gender Equality: Halve Gender Violence by 2015) is an example of a campaign that had the twin goals of empowering women economically as well as strengthening advocacy on ending gender violence. It provides a useful precedent for broadening the conceptual scope of the gender justice portfolio to make the point that women's rights are not likely to be achieved if they focus narrowly on ending violations and not on the twin imperative of empowering women to be able to claim their rights.

Gender and climate change: The reality of climate change is upon us. This hit home during the COP 17 meeting hosted by South Africa in 2011, a catalyst for several initiatives, including the campaign for an addendum to the SADC Gender Protocol on Gender and Climate Change. GL ran a daily online newspaper during the global conference and hosted cyber dialogues anchored by local councils on Gender and Climate Justice. GL has incorporated modules on Gender and Climate Change in the gender and local government COE's. Councils and the media share best practices of campaigns, projects, and coverage at the annual summit.

Making the links

While GL's programmes often appear like four silos, they are in fact a spider's web that intertwines very closely. For example, the gender, elections and media training straddles the media and governance programmes; it has been the subject of GMDC debates; has led to the development of the gender and leadership score card; provided several articles for the Opinion and Commentary Service and featured in several GMDC journals. The SADC Gender Protocol Alliance work features in all our programmes. Going forward there is need to ensure even closer synergies between our programmes.

Stepping backwards in order to step forwards

In all its programme work GL has developed a unique way of working that moves from research and baseline studies, to advocacy (using the media) to policies and action plans; to on-the-job training and capacity building as part of backstopping these action plans; to summits that bring together, affirm and award best practices back to conducting research that measures progress. A vast number of strategies and policies have now been developed in the media, governance and justice work. Like the parable of the sewer, GL has "sown the seeds" far and wide. Some have fallen on fertile ground, others on rocky soil. There is need to step back and re-strategise, nourishing those seeds that are growing well and working out strategies for those that fell on rocky soil. This is the essence of what needs to happen in all three programme areas, where we need in some cases to step backwards in order to step forwards.

From problem to solution

Internally there is need for a more solution-oriented approach by staff who tend to defer often to senior management and refer to minor, solvable problems as crises when they are not. A crisis is defined as death, disaster, destruction. Having insufficient evaluation forms, not knowing a person's email address etc is not a crisis. For every problem there is a solution. This starts with changing the language we use, being proactive, taking a moment to stop and think, and exercising judgment. Judgement means knowing what decisions you can make and making them; knowing what decisions you cannot make and not making them; thinking through all the steps required in a particular activity, avoiding blame and taking time to reflect on all major activities, particularly within the unit most directly involved.

Who are we going to take with us?

GL is an organisation built on partnerships. Before we had offices and project sites in other countries we operated entirely through partners and associates. With our new offices, GL is strengthening national level partnerships. Each year in preparation for the Board meeting GL compiles a list of and evaluates its partners. Partners are also invited to evaluate Gender Links. The table below summarises partners and value they add.

Question	Media	Governance	Justice	Alliance
Who are the partners?	Training institutions; GEMSA chapters; Media houses; Regulatory authorities; GMDC partners, Media NGOS – e.g. MISA, MMPA.	National gender machineries (Gender ministries and formal structures, Attorney General (Mauritius; Botswana); Min of Health; Local government ministries; local government associations; NGOs working with local government & other governance areas (WiPSU, etc)	National, gender machineries, Local and regional NGOs working in GBV e.g. SOS femme;WLSA offices; Research councils in Mauritius and RSA; religious organisations; community groups (Orange farm) ; UNIFEM	Faith Based organizations; GEMSA chapters; SADC Secretariat; 40 regional NGOs on 6 thematic areas; FEMNET, National gender machineries; individual experts, UNIFEM
What value do they add	Visibility to GL work; promoting gender equality in and through the media; facilitate our entry for training of media professionals; entry for media policies	Government ministries e.g. Gender machineries, local gvt min & local authorities: are powerful, have structures to reach our targets, make decisions – therefore influence implementation of policies, strategies and plans GL helps to develop. Give in kind support to GL- e.g. office space, venues, leverage our work through increasing the outreach	Established NGOs bring experience, enhance credibility & weight of in-country projects; Religious organizations in Mauritius -help increase outreach; understand the link between religion and GBV;	Established NGOs bring experience, enhance credibility & weight of in-country projects; brings expertise that GL does not have e.g. economic justice; sexual reproduction. Health; knowledge creation; Individuals – bring expertise and experience; FEMNET – access to regional & int'l platforms

Assessing partnerships

While GL has benefited enormously from partnerships, not all have been beneficial. In many instances GL has carried the work load and then at times been accused of hijacking initiatives by partners who have not carried their share of the load. We have become wiser in drawing up and insisting on MOU's with partners. There is need to be more systematic, and to pull out of partnerships that are not working.

How will we sustain ourselves?

Sustaining the people

- ***Recruitment:*** We need to widen our selection process e.g. regional and international advertising so we can reach other parts of Africa. We need to improve interview processes e.g. more panels (first panel GL staff already in the area; second panel: management.) We must check references including last job.
- ***Staff development:*** Training needs have already been identified, now we have to make time for training including completing it. Some training should be optional. Other courses should be compulsory for all e.g. the SADC Protocol.
- ***Wellness:*** We should allow a settling in period especially for new external staff to familiarise themselves with the job for example one to one meetings with existing staff; assist in activities (learning on- the- job); and time to set up home. Everybody should be given the opportunity each year to contribute ideas for wellness and ensure that activities are diverse enough to include everybody. We should also ensure that everybody receives the same due consideration e.g. in case of bereavement / illness.
- ***Early warning signs:*** Each unit should elect a representative to the wellness committee that should meet monthly and discuss any cases of stress or distress that should immediately be drawn to the attention of respective managers, as well as the CEO if appropriate.

Financial sustainability

Fund raising: There is need for a multi prong strategy that includes:

- A senior management task team to strengthen fund raising efforts.
- Capacity building in proposal writing and building fund raising/cost recovery/cost sharing into the KPIs of all senior managers.
- With the establishment of satellite offices and field offices, exploring the possibility of raising funds at national level.
- Sharing costs with partners ~ e.g. universities hosting GL workshops e.g. Mauritius.

Self-sustaining activities: In the long term, GL should look to develop a business unit, leveraging off the current key work of GL, but informed by the GL mission. This can proceed in various stages as follows:

Short-term

- Publications promotion – space within existing bookshops/outlets
- Advisory Services.
- Getting GL accredited as a training institution.
- Marketing GL Intellectual property e.g. systems, proposal writing skills, M&E
- A brochure and advertising through the Internet.

Medium term

- Radio (on-line radio station).
- Own bookshop (commercial spin).

- Own publications.
- Like minded publications from other partners, research material

Long term
- Own radio station, fully fledged, maybe even satellite.
- Own television station.

How will we know that we are on the right track?
In 2009/2010 GL, with the support of DFID's Governance and Transparency Fund, made considerable efforts to strengthen its Monitoring and Evaluation. In particular, we started to move from an overriding concern with getting the work done to asking the more important value-for-money question: has the work made a difference. In 2011/2012, support and interaction with the learning groups created by the PPA Fund led to a paradigm shift from M and E to Results for Change – M and E, knowledge, learning and innovation.

Planning and reporting systems
We are now administering a large number of forms that assess who participates in our work; their attitudes to gender; what they know about the SADC Protocol, how they evaluate training received; how they evaluate our publications; and various score cards of how they view progress and processes on core issues. We have learned from a number of mistakes with regard to designing forms, and linking administrative information to the various forms so that they can be disaggregated by sex, age, locality etc.

Using information effectively
GL's major challenge is to design ways of analysing and making use of the data gathered. We need to watching for clues and trends – before it's too late - and feed these into the more qualitative/ longitudinal studies. We also need to look at information across programmes and identify markers (e.g. quarterly) – to see what the information we have tells us so that we can make changes where necessary.

Collecting qualitative information
Over the last year, GL has improved its methods for collecting qualitative information. GL is now systematically collecting first had accounts of how its work changes lives and women in politics making a difference (housed on the GL website). GL is also compiling profiles of the institutions that it works with through verification of the COE's.

Outcomes and impact studies
Ten years since GL's inception, we are now in a position to at least ask about the outcome if not the impact of our work. In 2010/2011, GL undertook a longitudinal study of all the beneficiaries of our work – Giant Footprints – GL@Ten. While the annual Barometer tracks changes at societal level, GL is becoming more adept at tracking changes that can be attributed to the organisation.

Learning from mistakes

We have in the past and will in the future make mistakes. This is as inevitable as light and day. The issue is not whether we make mistakes, but whether we learn from them. A hiker who gets lost has to exercise every faculty: physical, emotional, and intellectual. Those who find their way most quickly are those who recognise that they are lost and are solution-oriented. GL needs to develop a stronger culture of using Monitoring and Evaluation to recognise when we are off course and to self-correct. Documenting lessons learned should be a standard part of any major project, reports to donors and annual reports to the Board.

For the last three years GL has produced a staff *Learning Journey* in which each staff member reflects on what they have learned in the past year, especially through mistakes, and how this will be applied.

Like the hiker who finds their way and never takes a wrong turn again, the lessons we learn from our mistakes will be the most valuable and the ones that ultimately take GL to the greater heights we envision.

EXECUTIVE SUMMARY

Table one: Gender Links growth - key comparative indicators

Key KPIs	In 2005/6	In 2010/2011	Comments
Strategic positioning and planning	Every two years - the focus was on strengthening the media	Currently a three year (2010-2013) strategic plan is in place and a framework is being established for five year strategic plan.	The organisation is converting its current three year plan, 2010 to 2013 to a five year plan, 2010 to 2015, incorporating the recommendations of this evaluation.
SADC Gender Protocol	Was not signed in 2006; GL was involved with partners in an audit of the Declaration.	It has become an overarching framework for GL's work.	GL's organisational efforts and activities centre the SADC Gender Protocol because they complement each other and GL has been facilitating its adoption and ratification behind the scenes.
No. of countries GL operational	One	Ten	Satellite and field offices
No of staff	Ten full time and two part time = 12	36 full time and 14 part time/interns/volunteers = 50	A four fold increase in staff
Partners	40	77	Nearly double
Budget	R 5.7 million	R 27.6 million	381% increased
Donor diversification	15	13	Three bilateral donors, providing multi year funding
Local income generated	None	R 3,136,572.00	10% of the total budget
Institutional consultancy	None, because it was not quantified in the previous evaluation report	34% of total local income	A new development
Training	GL conducted programme related training but this was not accredited.	Training is being institutionalised through accreditation and marketing of training services.	Training is going to contribute to GL's work in two significant areas 1) impact of GL service on beneficiaries 2) as a source of revenue generating to support sustainability.
Number of participants	1 646	20 515	The number of participants in GL activities has grown enormously.

Source: GL Organisational Evaluation 2011/2012

Key highlights from the 2010/2011 organisational evaluation

- GL is a learning organisation and its achievements can be summarised by a culture of excellence, accountability, transparency and transformation. The organisation has effectively carried out its advocacy, lobbying and partnership management, working around and with the Southern Africa Development Community (SADC) Protocol on Gender and Development and related issues in the region.
- The organisation is led by a strong, self-driven and efficient Executive Director with visionary, strategic and hands-on qualities, as well as grace. The organisation has an actively engaged Board, and a supportive and energetic management team. The staff are committed, passionate, and knowledgeable about their work and are output driven. The organisation is managing a heavy workload for staff through working with interns and giving staff flexi time.
- GL works in partnership with a well-organised civil society network that has cohered past the adoption of the SADC Gender Protocol and into the implementation phase.
- The organisation has made significant progress in developing an accredited training curriculum.
- GL produces high quality publications and productions.
- As GL embarks on the second decade of its organisational journey, it needs to take additional steps to strengthen the existing strategic positioning by developing a human resource and fundraising strategy.

2010/2011 organisational evaluation – http://www.genderlinks.org.za/page/monitoring-and-evaluation

This five-year strategy (2010-2015), updated in August 2012 to incorporate the recommendations of the second organisational evaluation undertaken in 2010/2011, outlines the main goals and strategies of Gender Links. GL is a Southern African NGO based in Johannesburg, with offices in ten Southern African countries that specialises in gender, governance and the media. GL has made its largest footprint in the Southern African region through the campaign for the adoption and implementation of the Southern African Development Community (SADC) Protocol on Gender and Development that has 28 targets to be attained by 2015.

The Protocol serves as a sub-regional roadmap for MDG 3 – gender equality. It is therefore appropriate that the strategy sharpen the focus of GL's work in the count down to this critical date. Among others, GL and partners will convene country and regional summits in 2013 and 2014 under the banner, "*2015: Yes we must! The SADC Gender Protocol @ Work"* as part of the concerted campaign at local and national level to secure substantive gains over the next two years.

Background

This strategy is the product of:

- The GL annual board meetings in March 2009, March 2010, March 2011 and April 2012.
- The staff evaluations and planning that take place three times a year.

- The 2006 and 2011 organisational evaluations and external evaluations conducted by Diakonia, UNIFEM and DFID (2008) that led to GL developing an internal organisational score card that is administered annually to benchmark organisational progress (see Annex A). Table one summarises the recommendations of the two external organisational evaluations, actions taken and those intended.
- The KPMG institutional audit of GL, a precondition for receiving funding from DFID's flexible Programme Partnership Arrangement (PPA fund).
- The 2020 vision exercise summarised at the beginning of this document.

Principles

The strategy covers a wide range of programmatic and institutional concerns. Key principles that cut across these are:

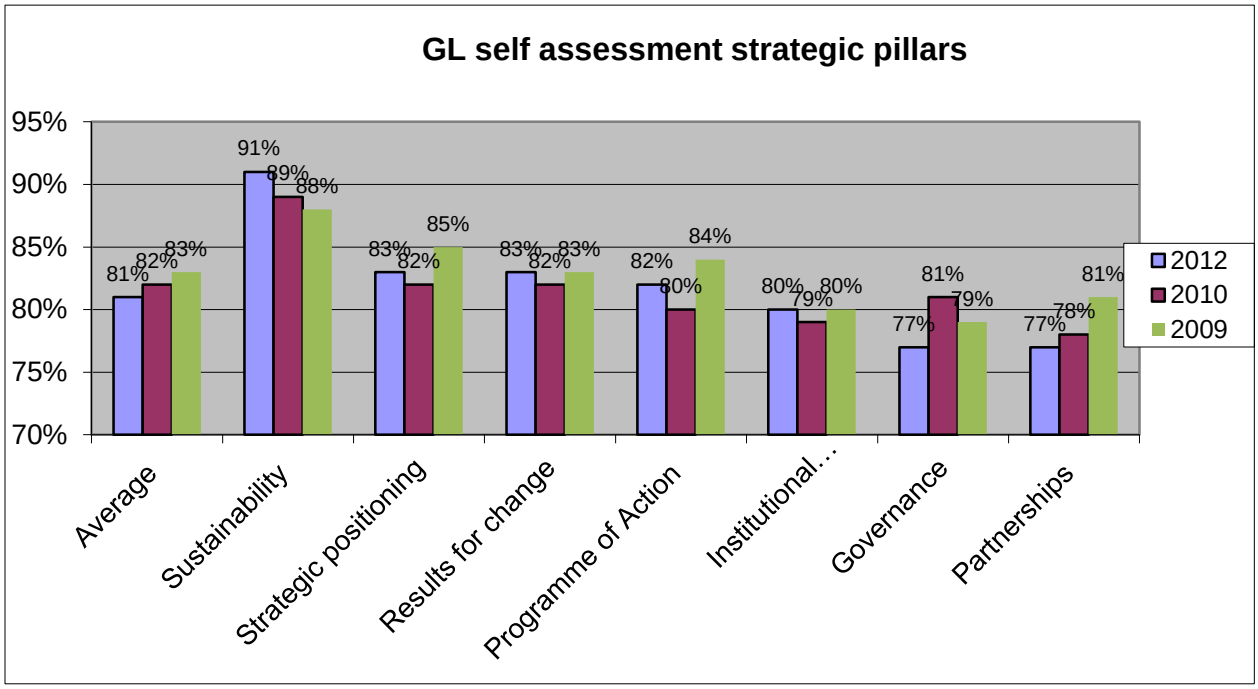
- Deepening democracy through building gender responsive governance, in which the media plays an integral role.
- Building on previous research and initiating research of a catalytic nature.
- Grounding our work more thoroughly, through media literacy; work with local government; and reaching out to community media.
- Producing useful tools and services that create synergies and multiplier effects.
- Creating linkages in all our work; maximising use of new technologies, and empowering those who may not have had access to these technologies.
- Documenting and replicating good practice; focusing on what works; sharing experiences and ideas.
- Demonstrating responsive governance in the way we work as an organisation.
- Building a learning organisation: a Centre of Excellence in knowledge-creation and dissemination.

Outcomes

The specific outcomes sought are that:

- Democracy, governance and citizen participation are enhanced through mobilisation and engagement around the SADC Gender Protocol; increased participation by women in decision-making and in the media.
- Civil society and the women's movement in particular are strengthened as they demand concrete actions by governments to deliver on commitments for achieving gender equality.
- The 2015 Barometer reflects significant progress towards the attainment of MDG 3 through the 28 targets of the Protocol.
- Gender is integrated into the Constitutions and electoral processes of fragile states such as Madagascar, the DRC and Zimbabwe, using this window of opportunity to press home gains for women.
- The link between gender equality and poverty reduction is demonstrated through gender aware and responsive local economic development plans to put the protocol to work in at least half the Councils of the region through a unique model that involves cascading Centres of Excellence for mainstreaming gender through local government structures and personnel.

Assessment of progress to date



The graph summarises the scores over four years in GL's Institutional Score Card (see **Annex A**). This scorecard comprises questions that GL has responded to in various donor institutional assessments, compiled into a 100-point "health check" questionnaire administered to staff and board members at the annual meeting since 2009. In 2011, the external evaluator used the scorecard to make an independent assessment (see Annex A). Overall, the external evaluator scored GL 95%, a score more generous than what GL has scored itself over the years, and a positive sign of pressure from within to do better. The recommendations from the two external evaluations (2006/2006 and 2010/2011) and actions taken are summarised in Table Two following this Executive Summary.

The graph shows that in 2012, staff and board members gave GL an overall score of 81%; similar to, but slightly lower than the previous years (82% in 2010, and 83% in 2011.) This shows that GL is still in a healthy state, but that the rapid growth of the last few years posses challenges that require constant repositioning. With regard to the various pillars of GL's strategy, sustainability ranks highest, a credit to GL's tireless fund-raising and diversification efforts (the GL Cottages and the GL Training Institute). Strategic positioning, results for change, Programme of Action and institutional effectiveness all score relatively consistently in the eighties. At 77% (down from 81% last year) governance and partnerships (down from 81% in 2009) score lowest. This is partly due to the Board expansion and repositioning at the time of the assessment. One of the criteria that has persistently brought this score down in gender balance in the Board that has traditionally been female dominated. GL is proud that due to corrective measures since taken the Board now comprises 30% men. A man (Dr Muna Ndulo) has chaired the Board since 2009. Partnerships remain a challenging area of work.

Extending GL's strategy to 2015

In 2010, GL adopted a strategy to 2013. In the lead up to GL's tenth anniversary in 2011, we had an external evaluation that put forward several recommendations (see Table Two). GL is extending the three-year strategy to 2015: the deadline for the attainment of the 28 targets of the SADC Gender Protocol, and the MDGS. Key thrusts include:

1. Strategic positioning	Consolidating the Francophone and new Lusophone base; strengthening the new offices and registering one more office in Swaziland giving GL a presence in ten out of 15 SADC countries.
2. Governance	Ensuring that GL has Board Members in all the countries where it has offices.
3. Partnerships and networks	GL is formalising all MOU's with key partners: 100 media houses, 300 councils; over 20 institutional lead agencies in the Southern Africa Gender Protocol Alliance; and a range of media education and development organisations linked to the Gender and Media Diversity Centre (GMDC).
4. Programme of action (POA)	GL's POA has gone from breadth to depth through institutional work at local level and in the media. Management is strengthening synergies between programmes, for example cascading GBV indicators to the local level. Gender and climate change is now a cross cutting programme through hthe campaign for an addendum to the Protocol on Gender and Climate Change, and training modules in the media and governance work.
5. Results for change	GL has developed sophisticated online M and E systems used to gather a range of data on outputs, outcomes and impact. Buoyed by the DFID PPA grant, GL is linking M and E to knowledge creation and learning through the GMDC, internal learning processes like the learning journey, exploring commercial book options, promoting dialogue and debate, as well as joining several DFID related learning groups.
6. Institutional growth and development	Country coordinators have become country managers; they are receiving training; staff, infrastructure, and systems to run effective operations outside the head office.
7. Sustainability	GL has developed a four-part strategy that includes 1) a vigorous fund raising campaign, especially at country level 2) Achieving greater value for money though improved procurement practise and 3) Leveraging through smart partnerships and in-kind support. 4) Diversification through GL Services – Advisory Services and the GL Cottages.

Areas of work that will be scaled up

- ***Lusophone office and base:*** Although we have cascaded programme work to Mozambique from Johannesburg since GL's inception in 2001, we officially opened an office there on 17 March (GL's tenth anniversary) and launched a series of integrated programmes aimed at enhancing the attainment of the SADC Gender Protocol targets. Just as Mauritius serves as our Francophone base the Mozambique office will serve as our Lusophone base, enabling us to begin meaningful work in Angola, a country that several Southern African NGOs including our own have struggled to reach out to.

- ***Implementation of the SADC Gender Protocol:*** To date GL and the Alliance that we coordinate have campaigned for the adoption and ratification of the Protocol by two thirds of those who have signed in order to go into force. Moving into implementation mode, GL is leading in-country consultations for updating gender policies and action plans to include the specific targets of the Protocol; identifying key gaps around country barometers, planning and costing next steps.
- ***Strengthening the women's movement and networks at country level:*** Over the past year the alliance has strengthened its institutional clusters through the formation of cluster groups led by regional NGOs with expertise in different areas (eg governance, constitutional and legal, GBV) and identification of credible national gender networks that can serve as focal points for work in each country. The in-country workshops will play a key role in galvanising. The review and updating of country barometers linked to strategy and costing workshops in each country over the next year will not only shift the alliance from campaign to implementation mode but also scale up country-level networks and collaboration for the achievement of these targets.
- ***Extending and deepening work at institutional level on gender and the media:*** GL's work is historically rooted in our campaign to "promote gender equality in and through the media." We were credited in an external evaluation in 2005 with starting a gender and media movement in Southern Africa, through the evidence gathered in the Gender and Media Baseline Study (2003), followed up in the Gender and Media Progress Study (2010). These studies have led to a wide range of policy, training and advocacy initiatives, most recently concentrated at institutional level with work underway to support 100 media houses around the region to develop gender policies. This has come about as a result of research, monitoring and evaluation showing that the best way to achieve results is through sustained work at institutional level (for example in Mauritius, where we piloted a gender policy with the public broadcaster in 2003, the proportion of women sources increased from 14% in the GMBS to 30% in the GMPS). Gl has extended the policy process from six to ten stages, including backstopping and training of the media around the ten areas of concern of the SADC Gender Protocol. GL links the media training to the Opinion and Commentary Service that offers on-the-job training, regional outlets for innovative and thought-provoking content as well as content that can be used by the media houses themselves.
- ***Extending and deepening work at institutional level in local government:*** In a process similar to that with our media work, we have identified through evidence-based research (*At the Coalface, Gender and Local Government*) the need to work directly with Councils on mainstreaming gender in their work. The Centres of Excellence for Gender Mainstreaming in Local Government concept seeks to ensure that gender is mainstreamed in the work of all Councils and that there is continuous support and

backstopping for this process. At the Gender Justice and Local Government Summit and Awards in March 2011, the first 100 Councils that have completed this process will receive certificates and share good practices. A strategy meeting to be held with local government associations will chart a way forward for replicating the COE's through building the capacity of staff within the associations as well as an innovative peer support and learning model (see innovation below). Over the next three years GL will be able to a) replicate the COE's three fold, with a target of 400 by the end of the programme period and b) augment the existing six stages that involve on-the-job support for policy, action planning and implementation of a pilot project on GBV to include other core provisions of the SADC Protocol namely: local economic development; the recognition of the unwaged work of women especially care of those living with HIV and AIDS, environment and climate change.

- ***Extending the Gender Violence indicators project to at least three more countries:*** Inspired by the SADC Gender Protocol target of halving gender violence by 2015, GL has been at the forefront of devising a comprehensive set of indicators for measuring gender violence which is inadequately and grossly under reported in available administrative data (police, hospital and court records). Following a successful pilot project in the Gauteng province of South Africa the research is being rolled out to three more provinces of South Africa as well as to Botswana and Mauritius. Over the next three years, GL will roll out this key human rights measurement exercise to three more SADC countries. In line with our Value for Money policy we will use the Botswana model in which the government and other donors contributed to the project on an 80:20 basis.
- ***Documenting results and lessons learned:*** With its media roots and affiliations, GL is well known for the extensive documentation and dissemination of its work in multimedia formats through a list serve, website, audio and audio visual products, books, reports and pamphlets. We regularly host seminars, launches and cyber dialogues, and have recently invested in social media (twitter, face book) to extend our reach and appeal, especially to young people. The Gender and Media Diversity Centre (GMDC) will work closely with media interns at head office and in our satellite and field offices. It will also seek to share knowledge more widely (for example GL is in active discussion with Zed Books in London about two joint venture books on gender violence and gender equality) and GL will have a stand at the London Book Fair in April. As part of its tenth anniversary celebrations GL has conducted a beneficiary analysis of the over 40 000 people (40% men, 60% women) that have benefitted from our work through in-depth questionnaires administered to a representative sample, testimonial accounts and institutional profiles. These will be published in a book, whose lessons are integral to our five year strategy 2010-2015.
- ***Strengthening institutional systems and practices:*** This strategy places major emphasis on strengthening the institutional base of the organisation through better financial and procurement (Value for Money), IT, human resource, monitoring and evaluation, knowledge, learning and innovation systems and practices.

Table one: GL responses to the two organisational evaluations 2005/2006 and 2011/2012

OBJECTIVES	RECOMMENDATIONS 2005/2006 EVALUATION	PROPOSED ACTIONS	ACTION TAKEN	RECOMMENDATIONS 2010/2011 EVALUATION	ACTIONS TAKEN AND PROPOSED
STRATEGIC POSITIONING					
Ensure that GL positions itself strategically and is able to continually adapt its position to ensure relevance and sustainability.	The Board of GL and the organisation overall should pro-actively focus on the issue of expanding or refocusing its mission as it develops its next three-year strategic plan.	Undertake an environment scan to fine tune GL's positioning.	GL revised its vision, mission statements and adjusted the strategic positioning since the last evaluation in order to accommodate to the SADC GP and to work around it.	Maintain active environmental scanning and adjust the vision, mission statements and strategic positioning as deemed necessary.	The 2012 GL Board meeting updated the Vision and Mission to include cross cutting areas – climate and economic justice, as well as the paradigm shift from M and E to Results for Change.
		2. Develop a strong and well-articulated conceptual framework for GL's work within the rights, democracy and good governance discourse.	GL has a strategic plan in place addressing this and its documentation is thorough and consistent.	Refine it anticipating the organisation's growth and expansions, challenges and opportunities, which come with it.	POA conceptual framework has been updated (see POA section) to show links from local to national to regional to international.
		3. Fine tune mission statement.	This has been done in the past, GL is always alert of its environment, and this process may continue.	GL should remain vigilant to its environment because the future may replicate the past in the same way and the challenges may not be the same. Use GL's monitoring and evaluation process to be proactive avoiding crisis management as much	Through the PPA learning networks GL has enhanced its institutional effectiveness strategy – human, physical, E resources and financial.

OBJECTIVES	RECOMMENDATIONS 2005/2006 EVALUATION	PROPOSED ACTIONS	ACTION TAKEN	RECOMMENDATIONS 2010/2011 EVALUATION	ACTIONS TAKEN AND PROPOSED
				as possible and focusing on crisis prevention and paying due attention to internal needs in advance..	
		4. Rationalise and align programmes. 5. Articulate this clearly through POA; in project proposals, on the website.	GL introduced a programme area on the Alliance and Partnerships and has integrated Gender Protocol targets into its core programmes: Media, Governance and Justice.	Continue to mainstream targets in work, use 2015 focus	GL programmes have a clear niche focus, with the targets of the SADC Gender Protocol cascaded to national, local and institutional level; cross cutting areas clearly defined and the gender and governance summits merged with a focus on 2015 and the targets of the SADC Gender Protocol.
2. GOVERNANCE					
Ensure strong and transparent governance		1. Increase the size of the Board from the current (legally required minimum of eight) to ten and ensure greater gender balance and regional diversity through this process.	GL has a nine-member Board and it seems to work well. The ED is a non-voting tenth member.	Introduce two consecutive terms of two or three years for Board service time and, after a break, if a Board member's service is sought, he/she can be re-nominated. This recommendation is made because Board membership renewal has been taking place naturally	In 2011/2012 GL restructured its Board substantially to ensure resident Board members in all the ten countries in which GL is now registered. GL is reviewing its Memorandum of Incorporation (MOI) in line with new legal requirements in SA. This will result in Board

OBJECTIVES	RECOMMENDATIONS 2005/2006 EVALUATION	PROPOSED ACTIONS	ACTION TAKEN	RECOMMENDATIONS 2010/2011 EVALUATION	ACTIONS TAKEN AND PROPOSED
					members being put up for re-election by the Association on an annual basis, ensuring renewal and accountability.
		2. Ensure that annual Board meetings are well serviced, comprehensive, review and fine tune strategic objectives.	The Board meetings are integral part of GL's planning and review and approval annual report. It is the main thrust of annual events of GL.	This is a regional organisation and it needs to reflect that identity with every possible opportunity, so to ensure that, rotate every other Board meeting to other countries. The rationale for recommending a rotating of Board meetings is that it provides an opportunity to institutionalize the regional image and credential of the organisation, because this should be seen as an integral part of the growing and expansion process.	GL's Board meeting is linked to the annual summit in order to a) reduce costs and b) involve the Board in a high profile initiative that show cases the work done during the year. For cost and logistic reasons the annual summit takes place in Johannesburg. However, since 2012 the regional summit has been preceded by national summits that profile work at the country level.
		3. Ensure that quarterly Executive Committee meetings serve as an effective decision-making structure,	This is well set and the quarterly EC meetings feed into the annual Board meeting.	Unless unforeseen convincing evidence emerges in the future, continue conducting Executive Committee meetings virtually	Exco meetings continue to be held quarterly via teleconference. The Deputy Chair is based in Pretoria and visits the offices regularly. In 2012,

OBJECTIVES	RECOMMENDATIONS 2005/2006 EVALUATION	PROPOSED ACTIONS	ACTION TAKEN	RECOMMENDATIONS 2010/2011 EVALUATION	ACTIONS TAKEN AND PROPOSED
		monitoring, and evaluation tool in between Board meetings.		because this is a cost effective model for the organisation. If important management issues emerge it may become compulsory to meet in person.	GL also introduced an audit committee that comprises external experts and the new Board Member from Swaziland who has a proviate sector background. The audit committee reports to the Chair.
Effective management of the new offices				Introduce a sub-regional coordination and decentralization structure comprising five clusters. It is cost effective and the neighboring countries will be able to share those conditions prevalent in their countries with a closer coordination between the countries. The detail of this has been given in the report.	In 2006 and 2012 the GL board deployed two executive directors to run the two language blocs of GL – the Francophone office based in Mauritius and the Lusophone office based in Maputo. Management of the other seven offices outside Johannesburg is divided functionally between relevant managers (see organizational chart).
3. PARTNERSHIPS					
To strengthen systems for ensuring strong and mutually reinforcing partner relationships.	The Board of GL should formally evaluate key partner and network relationships every year when drafting its annual Programme of	1. Add partnerships and networks to formal M and E system, encompassing proposals from the	GL partners have increased to seventy-seven and the GL has demonstrated highly reputable system in its effort of managing	Identify new partnerships, in particular, from the UN families, because these agencies may be interested in what GL	GL has applied to the UN Gender Equality Fund and receives support from UNWOMEN for its work on costing the SADC Gender Protocol as well as the

OBJECTIVES	RECOMMENDATIONS 2005/2006 EVALUATION	PROPOSED ACTIONS	ACTION TAKEN	RECOMMENDATIONS 2010/2011 EVALUATION	ACTIONS TAKEN AND PROPOSED
	Action.	evaluation for use of an external evaluator as well as an adaptation of GL's 360 degree feedback system.	partnerships.	can offer. GL should share its upcoming "I" history publication with selected UN agencies as an integral part of organisational promotion for partnership.	GBV indicators project that started in Zimbabwe in mid 2012. As fund raising efforts have expanded in-country GL has noted that UN agencies channel most of their funding through gender ministries. GL is exploring how such funds can be accessed through MOU's with gender ministries.
	Such evaluations could make use of external independent assessment and research, as well as key partners participating in a GL retreat to discuss the results… facilitated by an independent organisational development expert. Donors should be willing to fund partnership evaluations.	Build evaluation of partnerships into all projects undertaken in partnership with other organisations.	GL just carried out data collection from a sample of partners about its out reach service and the data being analysed.	Based on pending result, strengthen the out reach programme and re-strategize as an integral part of five year strategic planning.	Based on the findings of the Beneficiary Analysis conducted for GL@TEN, GL has strengthened use of social media, as well as tracking of outreach activities and multiplier effects; eg the debates generated through the Opinion and Commentary service.
To assist GEMSA in becoming fully autonomous and developing in-country capacity.	GL should propose that GEMSA conducts surveys in the SADC countries to establish country and regional	Support for in-country strategy and action planning workshops and donor round tables.	GL provided this support but a time came when GEMSA needed to stand on its own.	Contract with GEMSA chapters that are able to deliver.	Following the move of the GEMSA Secretariat in 2010, the network failed to sustain its funding for regional operations. At

OBJECTIVES	RECOMMENDATIONS 2005/2006 EVALUATION	PROPOSED ACTIONS	ACTION TAKEN	RECOMMENDATIONS 2010/2011 EVALUATION	ACTIONS TAKEN AND PROPOSED
	needs. These could be used to guide the choice of projects and may give GEMSA country networks a stronger sense of ownership of projects.				the request of the GEMSA Chair, GL is assisting country networks to revive and affiliate wit the GMDC. Concrete activities include gender and media literacy, and participation in the 2013 gender summit.
4. PROGRAMME OF ACTION					
SADC GENDER PROTOCOL					
To ensure that all SADC countries sign, ratify and implement the 28 targets for achieving gender equality; track progress; strengthen the Alliance; document application of the Protocol.	Signed after evaluation conducted	1. Accelerate campaign for ratification and implementation.	GL is actively engaged in this campaign and working behind scene with other partners to ensure all countries ratifies the protocol. and implement the commitment.	Continue engagement in advocacy and lobbying to ensure finalization of ratification and continuous implementation of the instruments mandate/commitment by all States.	By August 2011 nine countries had ratified the Protocol – this is now in force. The Alliance has moved into high gear on implementation – aligning of gender policies and action plans with the 28 targets and costing implementation.
		2. Strengthen the Southern African Gender Protocol Alliance.	This alliance is quite effective and engaged in on ongoing endeavor publishing the Barometer , releasing news and monitoring gender sensitive events	Create four more clusters; conclude MOUs with all SADC countries; organisations take ownership of different targets; 28 targets x 15 countries case studies.	There are now 14 country focal points (only Angola has yet to be resolved) and eight theme clusters. A key thrust over the next three years is strengthening country clusters, mapping champions of the various targets.
		3. Track progress	GL is actively involved	Change focus to	GL has worked with

OBJECTIVES	RECOMMENDATIONS 2005/2006 EVALUATION	PROPOSED ACTIONS	ACTION TAKEN	RECOMMENDATIONS 2010/2011 EVALUATION	ACTIONS TAKEN AND PROPOSED
		through the annual Barometer and monthly newsletter.	and monitors the progress, collecting information and updating the process	implementation and costing; gathering of qualitative evidence through case studies.	Namibia and Seychelles on costing and is currently working with Swaziland and Zambia in partnership with GIZ and the SADC Gender unit. The 2013 Summit – the SADC Protocol@Work will place a heavy emphasis on gathering case studies of how the SADC Protocol is being put to use.
GENDER AND GOVERNANCE					
To support campaigns to strengthen regional commitment to gender sensitive governance; raise awareness of the role and needs of women in local government; and extend pilot projects to build their capacity		1. To continue active involvement in the 50/50 campaign through gender, elections and media training linked to upcoming elections at local and national level; track and document progress.	Training conducted in all countries that have had elections but some slipped backwards	Revitalise the 50/50 campaign using the 2015 deadline.	GL supported the governance cluster of the Southern Africa Gender Protocol Alliance to re-launch the 50/50 campaign in Harare in August 2011.
		2. Complete gender and local government research in two more countries; launch gender strategies in these and the three countries where research was	Done	Action plans and COE roll out in ten countries.	GL is working with 150 councils in ten countries; aims to increase this to at least 300 or one third of the total by 2015, including through innovative models that include partnerships and peer learning to enhance

OBJECTIVES	RECOMMENDATIONS 2005/2006 EVALUATION	PROPOSED ACTIONS	ACTION TAKEN	RECOMMENDATIONS 2010/2011 EVALUATION	ACTIONS TAKEN AND PROPOSED
		conducted in 2008/3009.			ownership in the cascading process.
		3. Provide backstopping and support for developing gender action plans at the local level and link to flagship projects to end GVB; show case good practise of campaigns including during the Sixteen Days of Activism- through annual summit linked to 8 March – International Women's Day.			In progress.
GENDER JUSTICE					

OBJECTIVES	RECOMMENDATIONS 2005/2006 EVALUATION	PROPOSED ACTIONS	ACTION TAKEN	RECOMMENDATIONS 2010/2011 EVALUATION	ACTIONS TAKEN AND PROPOSED
To strengthen strategic communication campaigns through building these around multi-stakeholder national action plans that are grounded in communities through a close link with local government.	Gender Links should internally map already existing Gender Justice and Governance organisations and their programmes in the SADC region to carefully assess whether GL can feasibly extend into these areas and whether duplication of roles (and clashes) could arise with any existing institutions.	1. Participate in the coordination committees of the South African, Mauritius and Botswana National Action Plan Task Team. Provide backstopping to NAPS in the nine other countries where this has been developed.	Backstopping strengthened by indicators project, stronger in Mauritius than in the other two countries.	Use indicators project to strengthen NAPS.	The three reports in Botswana, Mauritius and SA are being used to strengthen 365 Day National Action Plans. GL sits on the SA GBV Council. The Botswana report has been the subject of a cabinet memorandum. The Prime Minister of Mauritius has personally reviewed the findings of the report and is leading the follow up campaign.
		2. Take forward the pilot project to develop indicators for measuring gender violence by cascading this to the nine provinces of South Africa and to the SADC region.	Done, and pilot GBV indicators project started	Complete indicators studies; launches and advocacy	GL is in discussion with the women's ministry regarding cascading the indicators project in SA. Regionally, by 2012, the project had been cascaded to Zimbabwe. GL is at an advanced stage of negotiations for cascading the project to Lesotho and Zambia.
		3. Link the gender justice and governance programmes through extending pilot projects to localise	Taken up through COE's	Replication of COE's through partnerships with local government associations.	Zimbabwe will be a test case for starting the GBV indicators research from the ground up, gathering sufficient data to draw profiles of GBV from local

OBJECTIVES	RECOMMENDATIONS 2005/2006 EVALUATION	PROPOSED ACTIONS	ACTION TAKEN	RECOMMENDATIONS 2010/2011 EVALUATION	ACTIONS TAKEN AND PROPOSED
		the National Action plan, using the City of Johannesburg Women's Development Strategy as an entry point.			to provincial to national level.
		6. Link the Write about Rights and Gender Justice programme through further training of trainer sessions on producing "I" Stories as part of the National Action Plan (NAP) process.	Being taken forward through indicators project	Sustain this	GL will gather at least 250 more I Stories through the GBV indicators project. Survivors of violence will be linked to economic opportunities through the COE's and their flagship programmes on gender and Local Economic development.
		7. Monitor progress across the region through the monthly e news Gender Justice Barometer.	Merged with Road Map to Equality to make link with Barometer.	Sharpen focus as 2015 approaches	GL has beefed up the *Roadmap to Equality* newsletter to cover all 28 targets of the Protocol in the critical run-up to 2015.
GENDER AND MEDIA					
Research and policy Build on and leverage cutting edge research work that has had a catalytic effect in transforming gender	GL will be required for a few more years to continue leading and building capacity (among gender and media networks) not only in developing and refining their	1. Conduct innovative research that builds on research conducted to date, especially in relation to audiences, bench marking progress, and	GL's research and publications have improved in quality and increased in quantity since last evaluation.	Continue with cutting-edge publications and use them as a part of resource mobilisation as well.	GL is making use of the GMPS and Glass Ceiling reports, as well as additional monitoring to provide newsroom profiles against which progress will be profiled in the media COE process.

OBJECTIVES	RECOMMENDATIONS 2005/2006 EVALUATION	PROPOSED ACTIONS	ACTION TAKEN	RECOMMENDATIONS 2010/2011 EVALUATION	ACTIONS TAKEN AND PROPOSED
relations in and through the media	application of research techniques, training, advocacy and developing in-country quantitative and qualitative monitoring tools, but also in terms of 'best practice' internal institutional management (the latter would be a new role).	opening new areas of research such as entertainment and advertising.			
		2. Maintain the momentum of policy work in newsrooms that has been given impetus by MAP and the regional glass ceiling study. In particular explore support for women in leadership in the media.	GL's advocacy and lobbying efforts and its cutting edge publications of annual Barometer and continued support and behind scene working around the SADC Protocol	GL advocacy and lobbying efforts need to increase to community media. GL needs to increase its advocacy and lobbying efforts to the media houses where the polices are formulated.	GL is working with over 100 newsrooms in a unique ten stage policy and capacity building process.
		3. Give impetus to new areas of policy work with regulatory authorities and media NGOs.			GL is working with regulators in six countries; these will be invited for further consultations at the national and regional summits.
		4. Take forward the Gender and Media Progress (GMPS) Study in 2008/2009 to benchmark progress made generally, as well as specifically in the coverage of HIV and AIDS and Gender.	GMPS conducted and launched, GL has identified 100 newsrooms interested in developing gender policies.	Develop Centres of Excellence for gender in the media; backstop these newsrooms with training; Opinion and Commentary Service.	In progress.

OBJECTIVES	RECOMMENDATIONS 2005/2006 EVALUATION	PROPOSED ACTIONS	ACTION TAKEN	RECOMMENDATIONS 2010/2011 EVALUATION	ACTIONS TAKEN AND PROPOSED
Training Target training tools and initiatives more effectively to ensure maximum leverage and impact.	Owing to the success of the high number of journalists reached through newsroom training, GL is now seriously considering using this form of training much more extensively. It is very cost effective in logistic terms, However, it exacts a high human cost and is an important justification for having a full time training co-ordinator. The MAP on HIV and AIDS and Gender, provides a strategic entry point for newsroom engagements.	1. In-house: Use the policy process to open doors for more direct newsroom interventions, given the success of this approach as highlighted by the evaluation. Develop an accredited newsroom gender training course through SAQWA as a pilot for gaining greater formal accreditation of GL's work (a recommendation made in the evaluation).	The gender policy initiative provides scope for more newsroom work.	Design specific interventions.	The COE process is targeted at newsrooms.
		2. Entry level: Sustain work started on mainstreaming gender in media training to ensure that this is cascade more effectively.	The Gender in Media Education Audit has paved the way for mainstreaming gender in curricula.	Upscale these initiatives and design appropriate M and E tools.	GL, with support from UNESCO, is working with eight media training institutions to mainstream gender in curriculum. These form part of the GMDC.
		3. In-service: Reinforce training through running short courses with media training	GL has run several courses linked to elections.	Six local elections this year provide a unique opportunity.	There are twelve more elections in the SADC region before 2015 (many of these in 2014). The programme needs to be

OBJECTIVES	RECOMMENDATIONS 2005/2006 EVALUATION	PROPOSED ACTIONS	ACTION TAKEN	RECOMMENDATIONS 2010/2011 EVALUATION	ACTIONS TAKEN AND PROPOSED
		institutions.			replicated in this critical count down year.
		4. Training tools: Develop relevant training tools for electronic media; grow and leverage the use of the Virtual Resource Centre (VRC).	Link this more closely to internship programme and work with media training institutions.		GL has provided an average of six media internships per annum, and started placing interns in country offices (more cost effective). This model will be strengthened in the preparation and running of the country and regional summits.
Develop programmes targeted at community media.	GL targets mainly the mainstream media (state and privately-owned media) and appears to enjoy limited relationships with community media.. This is an acknowledged area of weakness by GL, that has arisen as a result of the need to target media efforts where it has the widest reach, and also because the community media sector is not well organised in many countries..	5. Community media: Forge new links with community media, by adapting existing materials and tools to this sector.	An overall, GL has done very well in representing the causes of women up to the local council level, the organisation has a highly recognised training curriculum, but its reach to rural communities and rural women. Equally the organisation has a limited access to community media.	GL needs to increase use of community media as an integral part of its media outreach strengthening process, because its use of community media is limited.	GL has started to strengthen links with community media as the media and governance COE work are brought closer together, eg in Limpopo, South Africa, Lubombo, Swaziland. This nexus will be strengthened with a specific community radio focus in the summits.
Write about rights		1. Strengthen the	Usage greatly	Strengthen marketing	Service launched in 2012

OBJECTIVES	RECOMMENDATIONS 2005/2006 EVALUATION	PROPOSED ACTIONS	ACTION TAKEN	RECOMMENDATIONS 2010/2011 EVALUATION	ACTIONS TAKEN AND PROPOSED
To link gender activists and the media; give voice to women; prompt debates; show in practical ways how to mainstream gender in media.		Opinion and Commentary Service through marketing the service; password system; electronic sales.	increased through new media.	plan; launch Lusophone service	following some teething problems. Targets for production and usage need to be strengthened and monitored.
		2. Develop new formats for the Opinion and Commentary Service, e.g. radio and digital stories.	Some radio work done	Scope for expanding this	Following the purchase of CAT DV software for archiving of audio visual resources, and appointment of a full time audio visual officer, this will be strengthened.
		3. Develop and market the Media Diversity Journal.			In progress.
Gender and Media Diversity Centre: To create a centre for the systematic collection and dissemination of indigenous knowledge on gender and the media, as well as for debates, seminars and critical thinking.	There is need for some form of repository that can be accessed by the public, including schools and universities. The idea of having a Gender and Media Centre has been explored by the evaluators' and is the subject of a separate report.	1. Strengthen the centre building on the governance, physical and electronic infrastructure that has already been developed.	Draw up MOUs with partners	Ensure that MOUS are signed with all partners.	Institutional processes considerably strengthened at the 2012 advisory group meeting that brought together the eight universities that are part of the GIME follow up process
		2. Strengthen the capacity of the centre to generate knowledge based on GL's own monitoring and evaluation of its work. Become a	Knowledge products include Business Unusual book; analysis of the Gender Justice and Local Government Summit; critique of women in	Focus on higher level M and E outputs.	GL has entered a partnership with Africa Books Collective for global marketing of its books. GL is in discussion with ZED Books to produce a book of insights into gender

OBJECTIVES	RECOMMENDATIONS 2005/2006 EVALUATION	PROPOSED ACTIONS	ACTION TAKEN	RECOMMENDATIONS 2010/2011 EVALUATION	ACTIONS TAKEN AND PROPOSED
		knowledge centre for the organisation as well as an exchange centre with the broader knowledge community.	leadership training		equality in Africa, and a practice book on GBV indicators. GL will use the coming summits to produce an analytical book on the Protocol@work in 2015. GL is responding to several requests for chapters in books – eg gender mainstreaming at the local level (UNECA); impact of Women in Politics (Commonwealth Secretariat).
5. RESULTS FOR CHANGE – MONITORING, EVALUATION, LEARNING AND KNOWLEDGE					
To strengthen GL's M and E systems, especially those that relate to evaluation or change indicators.	DFID GTF workshop in February and in-house workshop conducted by DFID consultant in August led to realisation that while GL has strong monitoring mechanisms evaluation mechanisms need to be strengthened.	1. Development of an internal M and E kit.	Done		The M and E manual has been expanded into a Results for Change Manual following insights gained through the learning partnerships of DFID's PPA grant.
		2. Donor collaboration around a second five year external evaluation in 2010/2011 in which GTF interim	Done		A further organizational evaluation to be undertaken in 2015/2016 – vital for taking stock of progress made to 2015, repositioning for the

OBJECTIVES	RECOMMENDATIONS 2005/2006 EVALUATION	PROPOSED ACTIONS	ACTION TAKEN	RECOMMENDATIONS 2010/2011 EVALUATION	ACTIONS TAKEN AND PROPOSED
		assessment on DFID funded projects would be complemented by an institutional evaluation as well as other large programme related evaluations (e.g. DANIDA governance programme) to assist in fine tuning this strategy.			period ahead. This will also be informed by the broader global discussions of MDG's post 2015; Beijing Plus Twenty etc.
6. INSTITUTIONAL EFFECTIVENESS					
Human resources					
Complement: Match staff complement with funds at hand by mounting a campaign to raise core funds.	The evaluators' recommend that the Board of GL consider the appointment of an additional Office Administrator and the creation of a separate post for a full-time Deputy Director. It should further carefully assess in relation to the current POA and possible extension of			Develop a staff plan to match the POA, and as part of efforts to secure core funding.	Staff plan and budget developed but dependent on funding, especially at country level.
				GL needs an administrator or logistician who handles travel, workshops, conferences and the overall logistics issues for the organization.	Procurement officer appointed in 2011; this officer also responsible for documenting Value for Money savings as a result of better procurement and in-kind support.

OBJECTIVES	RECOMMENDATIONS 2005/2006 EVALUATION	PROPOSED ACTIONS	ACTION TAKEN	RECOMMENDATIONS 2010/2011 EVALUATION	ACTIONS TAKEN AND PROPOSED
	the POA whether the staff complement will be sufficient. It is recognised that appointing more staff is contingent on the raising of core-cost funding.			GL needs to narrow the gender gap in its staff composition, intentionally recruiting qualified male candidates to currently open and future positions	Following the up grading of country interns to programme officers (several of whom are men) GL now has 30% men on its staff. This is in line with the target in GL's gender policy.
				The Board should ensure that the ED would have an EA in order to relieve her from managing details to managing and mentoring the managers and leading the organisation, because the organisation is entering a different phase in its development process.	In 2011, the Board elevated the post of ED to CEO, following the creation of the GL Services unit and Gender Links Training Institute (GTI). From 2012 the GL Services Manager will coordinate support to the CEO's office to ensure the high level support required by this office.

OBJECTIVES	RECOMMENDATIONS 2005/2006 EVALUATION	PROPOSED ACTIONS	ACTION TAKEN	RECOMMENDATIONS 2010/2011 EVALUATION	ACTIONS TAKEN AND PROPOSED
Capacity building To ensure that GL is a learning organisation; that staff learn through the work that they do.		Assist staff in developing career plans; build skills needs assessment into performance evaluation; develop comprehensive in-house capacity building plans.	GL has conducted staff training needs assessment and currently there is a plan to provide skills development training for middle and senior level management.	GL needs to implement the plan and continue strengthening on the job training for the staff.	Since 2010 GL has produced the staff learning journey that stands as testimony to the on-the-job learning at GL. GL has also conducted a range of in-house training including gender; gender and media literacy; finance; IT; editing and writing. GL will source technical assistance in drafting a human resource strategy as part of a management training course for programme and country managers in January 2013.
Retention Develop ways of ensuring that staff are retained for longer periods.	In general the Board should also consider strategies for retaining staff, particularly in the Editor's post.	Explore the provision of longer term contracts as funding becomes more available and identify additional needs to strengthen retention rate.		Draft a human resource development and retention strategy, envisioning organisational growth within the next five years and beyond. The proposed human resource strategy shoukd be drafted based on GL's experience and in anticipation of the growing organisational profile, and the exercise needs an external facilitator with relevant expertise in the field.	
Information technology					
To remain at the cutting edge of use of IT to leverage		1. Internal: Ensure management of the database; P drive;		Build the institutional capacity in IT use and keep up with the state	GL made considerable effort to improve E filing and back up in 2012; this

OBJECTIVES	RECOMMENDATIONS 2005/2006 EVALUATION	PROPOSED ACTIONS	ACTION TAKEN	RECOMMENDATIONS 2010/2011 EVALUATION	ACTIONS TAKEN AND PROPOSED
GL's work.		general systems.		of the arts regularly.	now needs to be maintained and replicated at country level.
		2. External: Regular updating of the website; strategic use of the list serve and cyber dialogues.		GL like in other areas should scan its environment in the technology development to keep with new development to enhance a better use of the web site.	GL is now using google earth to map its media and local government COE's. In 2013, GL will have a full time audio visual officer who will enhance the multi media elements of the website.
6. SUSTAINABILITY AND DIVERSIFICATION					
Core funding To develop a three year budget indicating funds secured and gaps; seek budget support from bilateral donors.	The time has arrived for donors to join hands to address the serious project-funding impediments to the work of GL and to strengthen its core-cost financial capacity and sustainability in the struggle for gender equality.	Develop a comprehensive budget for the three year period indicating amounts secured; under negotiation and gaps; develop a rationale for multi-year funding agreements and budget support to ensure that all gaps are covered and that support covers all areas: human resources; operations; capital costs.	Done	Continue strengthening multiyear funding, diversification of resource bases, and retaining key donors for an extended period. Explore in- country fundraising opportunities in the region and use the fundraising strategy draft strategize about the potential approaches and resources.	In 2011/2012 GL embarked on an extensive fund raising campaign, with donor proposals to 21 bilateral and multilateral donors, and a strong focus on raising in-country funds, that now account for approximately one third of the budget. GL has set a target of at least 50% resources coming from country funds by 2015.
Cost recovery		Develop cost	GL has made some	Strengthen them adding	GL has developed a

OBJECTIVES	RECOMMENDATIONS 2005/2006 EVALUATION	PROPOSED ACTIONS	ACTION TAKEN	RECOMMENDATIONS 2010/2011 EVALUATION	ACTIONS TAKEN AND PROPOSED
		recovery measures put in place for publications; photo library; conference centre; VAT	income from VAT, publications, conference facilities and book is coming up in January.	more local incentives and exploring locally available opportunities to augment these incomes.	strategy on publications and productions that includes photos and audio visual materials, as well as E book sales through the African Books Collective.
Investments		Seek out strategic investment opportunities through Amalungelo Trust.	GL is registered as an NGO as well as profiting organisation; such a dual system is giving the opportunity to the organisation for investment.	Strengthen local trust and expand search for opportunities to use the business wing of the organisation by hiring local consultants to explore and advise the organisation about feasible business.	GL's endowment fund (long term investment of own resources, with an initial endowment of R2 million) has appreciated by 50%. The property portfolio – GL offices and GL Cottages- provide key safeguards and collateral for the future.
Income generation opportunities	GL should seriously look into the possibility of generating income through a separate business wing that would offer high-level gender consultancy services. This proposal should not be misunderstood as a simple extension of the work of GL, but the development of a professional business arm of GL	Use this three year period to gradually grow the advisory services portfolio; assess the possibilities for expanding this and the management requirements.	GL has grown the advisory services work and registered the GL Training Institute Trust kick started by three major contracts – UNDP women in politics training in SA; the DANIDA Women in Africa Capacity Building Fund and	Expand GL Services and the GL Training Institute, using the GL brand to leverage own resources and reduce dependency on donors.	GL Services – consultancies, GL Cottages and publications- is now well-established with a target of at least 10% self-generated income. GL became a SETA registered trainer in 2012; this has paved the way for the GTI to expand its work, linking closely with the physical infrastructure provided by GL Cottages.

SITUATION ANALYSIS

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.

The status of women is closely linked to the political context within each country. In Southern Africa, this context includes colonisation, decolonisation, the switch from one party to multi party politics, liberation struggles from white minority rule and occupation, as well as the ideological inclinations of dominant parties.

Table three places the fifteen SADC countries into six categories - from those that have been newly liberated, to those in conflict and links these to women's representation in parliament. Although the political representation of women is just one indicator of gender equality, it is a useful reflection of how enabling the environment is in any given country for the advancement of women.

The table shows that the most progressive provisions for gender equality are in the "new liberation" countries that emerged just before or after the Fourth World Conference on Women in Beijing in 1995. Both countries have 30% or higher women in national and local politics.

Table three: Political mapping of Southern African countries

Category	New liberation	Older liberation	Older liberation and civil war	Old democracies	One party-multiparty	Monarchy	Conflict
SADC countries	South Africa Namibia	Zimbabwe	Angola Mozambique	Botswana Mauritius	Tanzania Seychelles Zambia Malawi	Swaziland Lesotho	DRC Madagascar
Features of each category	Constitutions crafted around the time of the Beijing conference	Gender tangential to liberation war.	Women emerged strongly in second wave struggles.	Socially conservative Democratic traditions	Progressive tendencies over-shadowed by social conservatism except Tanzania and Seychelles.	Socially conser-vative	Flux
Women in parliament	High (30% and above)	Low (15% and below)	High (30% and above)	Low (20% and below)	High only in the Tanzania and Seychelles	Low (15% and below)	Low (15% and below)

The older liberation countries are divided into the two that experienced further civil war (Mozambique and Angola), in which women have found their voice in the second generation struggles, and Zimbabwe, in which women's rights have receded as political repression has mounted. Mozambique and Angola currently have the highest proportion of women in parliament in SADC (36% and 34% respectively).

The other countries, ranging from the two old established democracies; to one party turned multiparty states to monarchies and countries in conflict all have one common feature: relatively low levels (15% or less) women in parliament. The dominant factor here is conservative social and cultural forces that constantly claw back gains made by women.

Tanzania, whose ruling party is rooted in strong social democratic traditions with close links to the Nordic countries is a notable exception. Tanzania is the only SADC country that has a constitutional quota of at least one third women in political decision-making. Seychelles, the Indian Ocean Island of just 80 000 people of mixed race origin with many men living as migrants abroad and a strong matriarchal tradition is the other exception. Women have consistently had a strong showing in decision-making positions in Seychelles without resorting to quotas or special measures.

TABLE FOUR: KEY INDICATORS OF THE STATUS OF WOMEN IN SADC COUNTRIES[1]

% women	Angola	Botswana	DRC	Lesotho	Madagascar[2]	Malawi	Mauritius	Mozambique	Namibia	Seychelles	South Africa	Swaziland	Tanzania	Zambia	Zimbabwe
GOVERNANCE															
Parliament	37	11	8	26	n/a	21	17	35	31	24	42	21	30	15	18
Local Government	1	19		58	n/a	8	6	36	42	na	40	18	34	7	10
Cabinet	28	20		32	n/a	24	10	28	19	20	41	27	22		
EDUCATION															
Primary School	46	49	46	51	49	50	49	47	51	51	49	48	50	49	
Secondary School	44	52	36	56	48	44	52	44	54	51	52	50	44	45	52
Tertiary level	40	53	26	44	49	39	54	38	56	57	53	50	32	52	na
ECONOMY															
Economic decision-making	19	37	14	21	13	47	0	22	25	20	33	40	21	23	20
Income [3]	na	38	na	28	Na	41	27	41	28	na	31	28	na	34	37
SEXUAL AND REPRODUCTIVE HEALTH															
Using contraception	6	44	31	37	15	42	76	17	55	41	65	43	41	30	60
Births attended by skilled personnel	46	99	61	55	51	54	100	48	81	100	92	74	46	47	69

[1] NB: All figures refer to % of women in that category; figures in red denote instances in which gender parity has been achieved or exceeded, or in which more than half of women are availing themselves of a service (positive achievements). Figures in blue denote instances in which more than half of women are affected (negative development). The figures are derived from the tables in the report. Sources of all data are indicated in the relevant tables throughout the report. na= not available; n/a= not applicable. All numbers have been rounded to the nearest decimal point.

[2] Data on governance for Madagascar not provided as parliament had been suspended at the time of this report.

[3] The percentage of women's income is arrived at by adding male and female income for each country as determined by the ILO and then expressing female income as a percentage of the total.

% women	Angola	Botswana	DRC	Lesotho	Madagascar[2]	Malawi	Mauritius	Mozambique	Namibia	Seychelles	South Africa	Swaziland	Tanzania	Zambia	Zimbabwe
HIV and AIDS															
Comprehensive knowledge on HIV and AIDS	7	40	15	26	19	42	68	43	67	67	94	52	45	34	44
Living with HIV as proportion of total	61	57	58	60	58	58	19	60	68	42	58	57	55	57	60
HIV Positive Pregnant Women receiving PMTCT	14	95	4	72	100	14	95	28	75	99	50	64	10	39	67
MEDIA															
Overall	na	46	73	22	33	23	33	27	40	na	50	40	36	33	13
Board of directors	na	24	47	18	10	27	36	25	39	na	38	33	22	27	38
Senior management	na	39	50	8	20	26	22	35	35	na	35	29	30	33	10
Top management	na	30	56	18	13	19	25	17	42	na	25	33	21	11	13
News sources	26	16	15	21	12	21	17	15	19	25	17	19	16	13	15
Quoted on economics	18	24	12	24	14	29	4	22	13	18	22	9	13	13	8
Quoted on politics	4	12	10	5	5	15	11	10	12	22	12	10	7	8	6
Quoted on gender equality	45	0	58	92	21	35	43	38	68	none	60	36	49	33	49

The SADC Protocol on Gender and Development

The SADC Gender Protocol Baseline Barometer coordinated by GL and launched at the 2009 SADC Heads of State Summit http://www.genderlinks.org.za/item.php?i_id=218 showed that while there have been impressive strides in education and some areas of decision-making, there are still huge gender daps in several areas.

- With regard to women's rights, despite numerous commitments to gender equality in Southern Africa, women remain under-represented in all areas of decision-making and constitute the majority of the poor, the voiceless and the dispossessed. Under the customary law that continues to govern the daily lives of most women contrary to the provisions of modern laws, women remain minors all their lives, unable to own or inherit property.

- Southern Africa is a region with a history of political violence and equally high levels of gender violence in the fifteen countries of the region. It is estimated that one in three women have experienced violence of some kind, whether physical, sexual, economic or emotional. Certain categories of women, for example poor women; migrant women; rural women and sex workers are especially susceptible to violation. Due to family and societal pressure, it is estimated that only one in nine cases of GBV are reported. Many of the cases that are lodged with the police get withdrawn. Only 7% of cases result in conviction.

- Economically, Southern Africa countries continue to struggle with the challenges of economic development and most of them will not meet the targets set by the Millennium Declaration for 2015. External and internal policies have combined to generate unsustainable debt burdens for some of the southern African countries, undermining their capacity and their ownership of strategies for development. Poverty remains a major challenge for the region, especially among women and children.

- On the health front, the HIV/AIDS pandemic has become one of the major obstacles to sustainable development. This includes erosion of productivity in the work place, food insecurity and the livelihood asset base, decreased access to education and other productive assets thereby exacerbating poverty. Women constitute the majority of those infected by the virus, as well as those whose time and effort is now called on, with no compensation or remuneration, to provide care for those living with AIDS.

- At a social level, migration has become an important and divisive issue in the region. The major economy in Southern Africa, South Africa, was host to nearly two million asylum seekers in 2008. The ongoing crisis in Zimbabwe continues to generate mass movements of people within the region, while thousands of southern Africans seek other opportunities in the UK, US and elsewhere.

- Women also lack a voice in the affairs that affect their lives. The Gender and Media Baseline Study (GMBS) conducted by GL and the Media Institute of Southern Africa (MISA) in 2003 showed that women comprise a mere 17 percent of news sources in the region and are portrayed in a limited range of roles, most often as sexual objects or victims of violence. Despite commitments to freedom of expression, women's views and voices are systematically excluded from debates and decisions that affect their lives.

As GL's 2004 study, "*Ringing up the Changes: Gender and Politics in Southern Africa*" shows, this exclusion undermines accountability, transparency, responsiveness and good governance. Gender equality is both a fundamental right as well as a pre-requisite for more effective governance.

Patriarchy and democracy coexist

The reality in Southern Africa and globally is that patriarchy and democracy are still comfortable bedfellows. Patriarchy is not only an ideological construct. It is a violent system experienced daily by women and children raped and violated in our society. Patriarchy entrenches economic inequality, as supported by statistics showing that the feminisation of poverty continues, particularly in rural areas, working class communities and among the unemployed. The fact that women are the worst hit by HIV and AIDS is directly attributable to the unequal power relations between women and men. In South Africa, the largest SADC country and one in which there has recently been a change of leadership from a progressive on gender issues to a traditionalist has raised questions about how genuinely committed SADC leaders are to social change.

Time for "discourse of dissent"
By Mohau Pheko

In April 2009 South Africa had its fourth democratic elections. It was a significant political moment: new political parties, new realities, new presidents, new social issues or perhaps old? As ominous as the current environment may seem, the time is pregnant with opportunity for a renewed understanding of women's rights.

The utterances by ANC Youth League president Julius Malema that the woman who accused President Jacob Zuma of rape "had a nice time" should make us ask what we mean by women's rights and prompt us take a stand in defending our dreams.

The fact that Zuma is now president should take us out of our gender comfort zone and make us find new methods, theories and words to describe our experiences; to encourage and call us to a discourse of dissent; a discourse of dissonance; a discourse that frame's and turns our words into actions that matter.

The dominant human rights discourse speaks to the idea of citizenship related to access to health, education, to work, refuge in times of war, the right to associate with whom we wish, to articulate our aspirations and to claim our place in every sphere of life.

As many women grapple with obstructions in accessing these basic rights we are forced to ask "what is citizenship" for women? For we who have been dispossessed of our land, removed from our ancient abodes, invaded in our bodies and displaced in social structures - what or where are we? Are we formless people caught in a twilight world of junior or quasi citizenship that can only be fully qualified depending on our marital status, financial standing or the ability to negotiate complex social power relations?

The context we are in shows that the state does not always act in the interests of women. This is evident when we look at statistics on gender based violence; women's unemployment; human trafficking, xenophobia, growing insecurities and poverties all on the rise. Indeed, based on these statistics we could well conclude that far from working in the interests of women, the state is in fact a perpetrator of violence against women.

It is a time in which our communities and collective memories are dying; a time in which many dreams are turning into never-ending nightmares; a time that is collapsing the many life visions into a single cosmology; a hegemony of thought and action that are inherently discriminatory; even violent.

The new forms of violence in which mothers turn their daughters into sex toys in order to put food on the table need to be documented and exposed in ways that enable us to take action. The new movements present new political moments to light up those parts of ourselves we have kept hidden in fear, in shame, and in ambiguity; to hear our voices come from deep within.

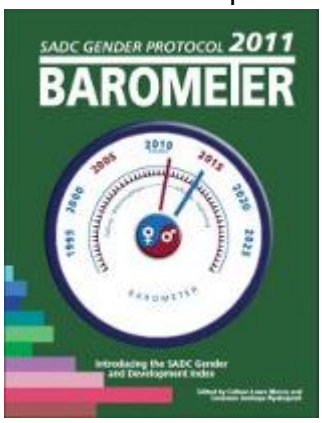
This political moment we are in is like the South wind inviting us to depart from the linear mode of thought. It is a chance to create a gender discourse; one that will not be trapped in the dominant discourse tied as it is to a market economy, a monoculturalism and a materialistic ethic. This discourse should also not be caught in the cultural specific mode but rather one that proffers universalisms that have been born out of dialogue.

One of the things that propel me is the yearning to leave a legacy for my children that does not place them in the confinement of stereotypes; of being called tom boys; of being thought too loud; too quiet; too aggressive; too forward; too ambitious or too anything other than themselves as God created them to be. I wish for them a world that enables them to sing their songs loudly and unapologetically, a world where they can leave the handprints of their uniqueness.

(*This article, which appeared in the GL Opinion and Commentary Service, served as a centre piece for GL' s annual discussion on its strategic positioning. Unfortunately Mohau Pheko could not make it to the meeting due to a delayed flight).*

Count down to 2015 with the SADC Gender and Development Index

In 2011, Gender Links and Alliance partners devised the SADC Gender and Development Index or SGDI to measure progress on achieving gender equality. With empirical data on 23 indicators in six sectors, the SGDI puts SADC countries at 64% of where they need to be by 2015. Seychelles, South Africa, and Lesotho lead the way with Mozambique, Angola, Malawi, and DRC in the bottom four.



Along with the SGDI is the Citizen Score Card (CSC) based on perceptions, and covering all areas of the Protocol including rights-based measures such as Constitutional and legal rights; gender violence; peace and security missing from the SGDI. Citizens rate their governments at a mere 55% (one percent up from 2010).

Figure I: Ranking of SADC Countries according to the SGDI

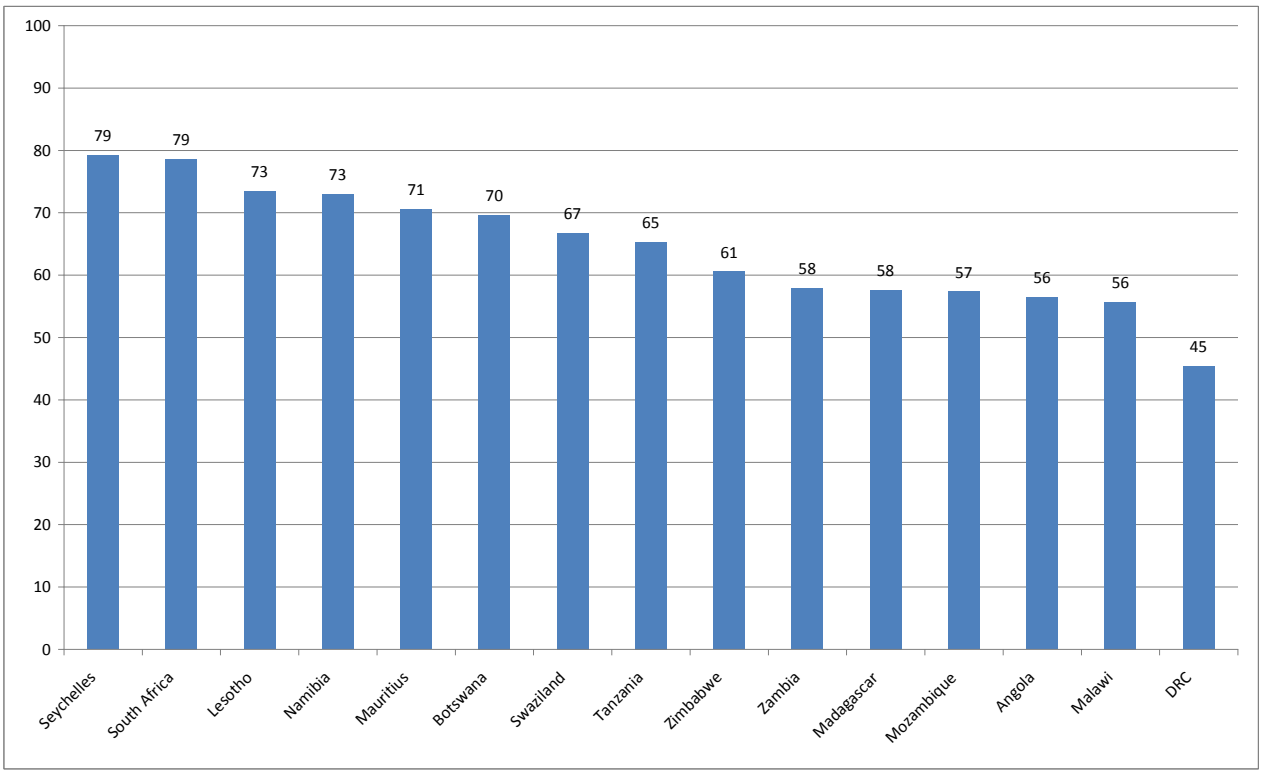


Figure II: SADC Gender Protocol Citizen Scores by country

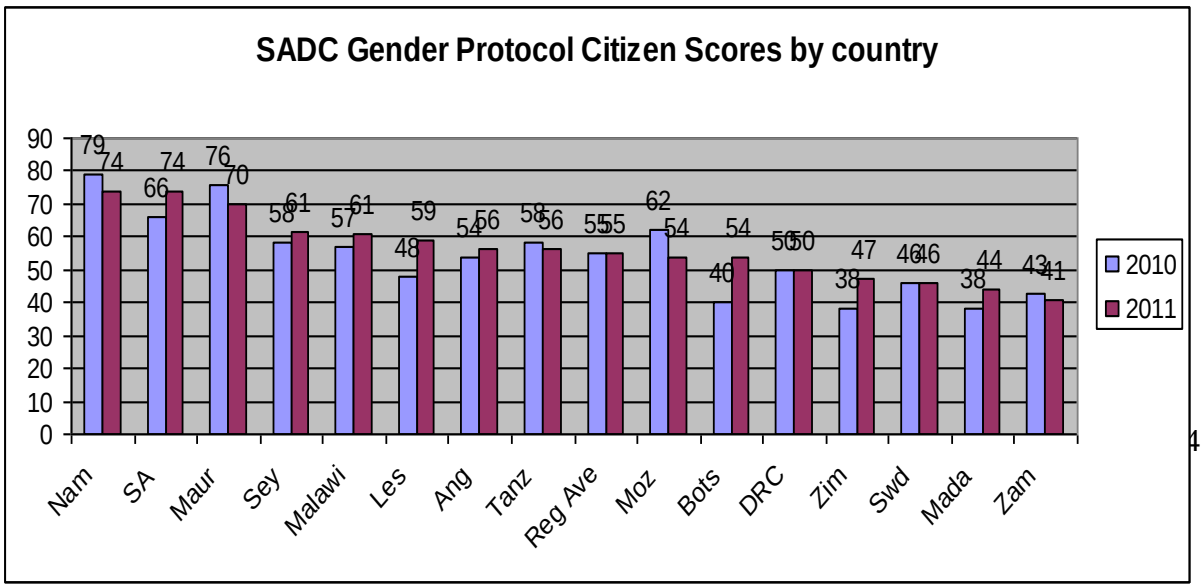
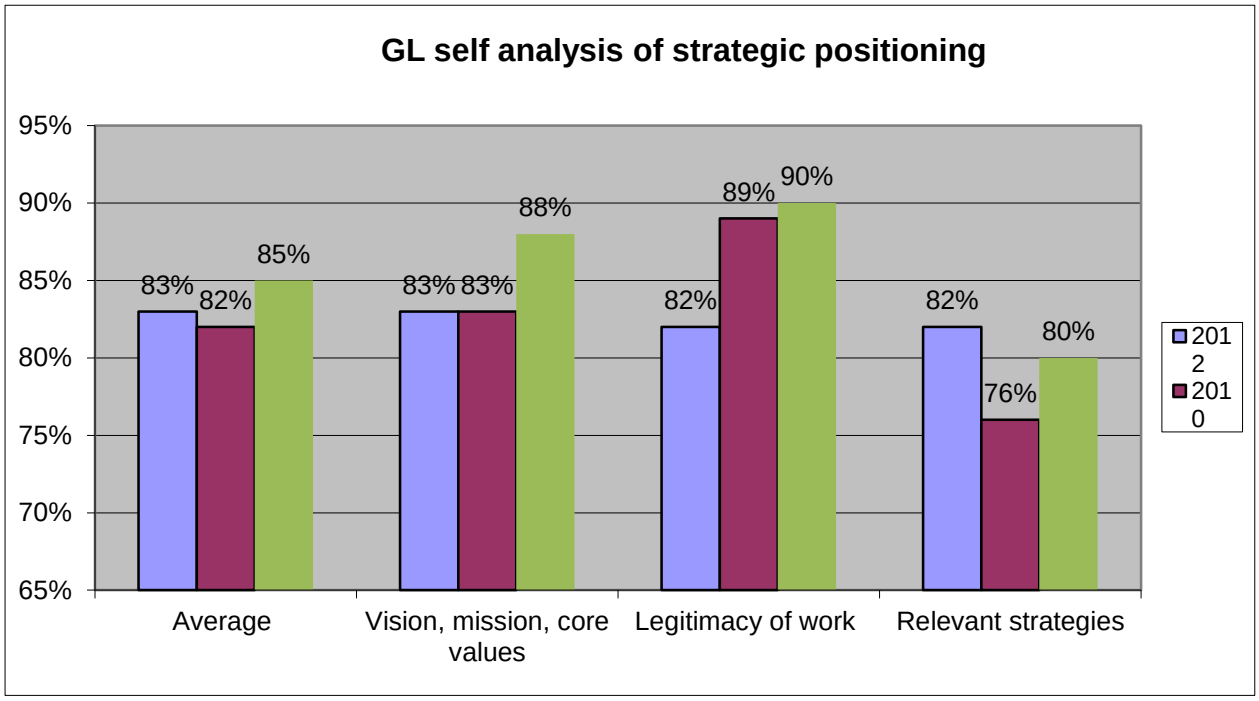


Figure I and II summarise the findings of the SGDI and the CSC by country. The graphs show that:

- Seychelles, South Africa, Lesotho and Namibia in that order score highest in the SGDI. South Africa, Namibia and Seychelles are also in the top four of the citizen score card, but Mauritius replaces Lesotho as a best performer in the eyes of citizens.
- Mozambique, Angola, Malawi and DRC rank last in the SGDI. Citizens, in contrast, place Zimbabwe, Swaziland, Madagascar and Zimbabwe in the bottom four.
- Across the board, citizens score their governments more harshly than the SGDI. For example, Seychelles gets 79% in the SGDI but 61% in the citizen scoring exercise. Overall, the SGDI average score is 64% compared to 55% in the case of the CSC (up just one percent from last year). A significant reason for this difference is that the citizen score card includes gender violence, Constitutional and legal rights, peace and security that are missing from the SGDI. These rights-based considerations are likely to considerably lower scores, and point to the importance of broadening the SGDI in the future.

These numbers reflect cases of one-step forward; two steps backward. For example, in the 2011 elections Zambia experienced a decline in women's political participation at the very moment that governments need to redouble commitment to meet the targets of the Protocol. On the other hand, Mauritius, with 6% women in local government, has adopted a quota for women's representation in the coming elections. This led to amendments to the Constitution to allow for affirmative action, opening the door for Mauritius to become a signatory to the SADC Protocol on Gender and Development.

STRATEGIC POSITIONING



The graph summarises GL's internal analysis of how well the organisation has done with regard to strategic positioning, covering vision, mission and core values; legitimacy of the work and adoption of relevant strategies. Annex A contains the specific questions to which staff and board members responded. The results show active attention to these areas, despite some minor fluctuations over the three years, with an overall average of 83% (down from 85% in 2009). This reflects the repositioning at the time of the survey that GL is addressing through this updated strategy. Significantly, GL scores on "relevant strategies" increased from 76% in 2010 to 82% in 2012, reflecting confidence in the direction taken.

Gender Links Theory of Change

GL's work begins from the premise that 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. Given the insipient nature of gender inequality and the multitude of layers that reinforce its existence, GL believes that the only way to *redress* gender imbalances is to work in a holistic way that begins (as in the GL vision) by recognising the importance of achieving equality in *both* public and private spheres.

Constitutional Court Judge Albie Sachs once said that "the only truly non-racial institution in South Africa (add: globally) is patriarchy". GL believes that while patriarchy is embedded in every society, culture and class, gender relations are dynamic. Just as they are socially constructed, they can be socially deconstructed. Social transformation is not an overnight miracle. But when we think in generations we can see the tremendous gains that have been

made – women being given the vote, equal pay for equal work and gradually entering the ranks of decision-making, for example.

GL understands gender equality to comprise two essential components: empowering women who in every respect (social, political and economic) have been relegated to second class citizens to claim their rights; as well as changing the attitudes of men and helping them to understand that this is not a zero sum game. Unlocking the human potential of half the region's population can only be a win-win solution. Our beneficiary analysis shows us that over the ten years, 40% of all participants in GL events have been men.

GL subscribes to the Gender and Development (GAD) as opposed to the Women in Development (WID) approach. In other words GL seeks to avoid programmes and projects that lead to once off, superficial gains for women but fail to question the underlying structural inequalities between women and men. For example, women's economic empowerment cannot be understood is isolation from women's lack of access to the means of production: land, infrastructure, financial inputs and knowledge. To access these resources is to question fundamental power relations. To ensure that this does not lead to backlash, programmes must include changes in the attitudes and mindsets of men.

Equality of opportunity is not the same as equality of outcomes. Our region like many others abounds in good Constitutions, policies and laws that have made little objective difference to the lives of women. In particular the dual existence of customary law alongside modern codified laws and statutes is often contradictory and undermines the rights of women. These contradictions need to be addressed head on. For too long culture has been used as a smokescreen to undermine the rights of women even by some of the most progressive entities in the region. We take a rights based approach that respects diversity and culture but also recongises that culture is dynamic and that no right is absolute. The right to ones cultural and religious beliefs must be balanced against the equality of all peoples, women and men, as enshrined in international, regional and national instruments

While we recognise that women have many short-term practical needs, these must always be seen as building blocks for addressing strategic gender needs. For example, providing women with seeds to grow crops when they do not own land, have access to credit or markets, will not achieve the long term goals of gender equality. A programme to provide seeds should be cast within the broader framework of equal ownership of the means of production without which women will never be truly empowered.

In our media work we have come to understand that censorship in society takes many forms. While censorship is generally understood to be political repression of the media there is a silent censorship that happens every day in newsrooms, through failing to give voice to women - especially the poorest; rural women; migrant women; widows and the dispossessed. We see "making every voice count and counting that it does" (the slogan of the Gender and Media Southern Africa – GEMSA - Network) as integral to gender equality, democracy, good governance and citizen participation. Voice and agency go hand in hand. Our first hand testimonials or "I" Stories give voice and agency to thousands of women.

Figure 1: GL's theory of change

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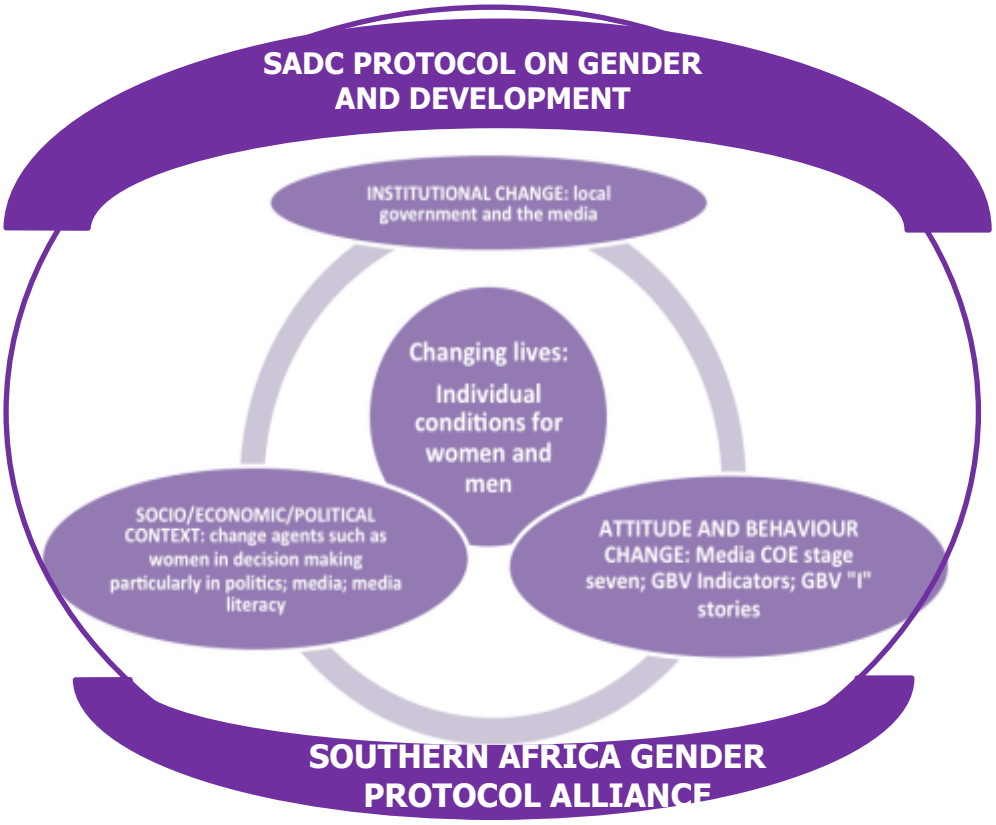


Figure 2: GL's Outcome map and programming strategy

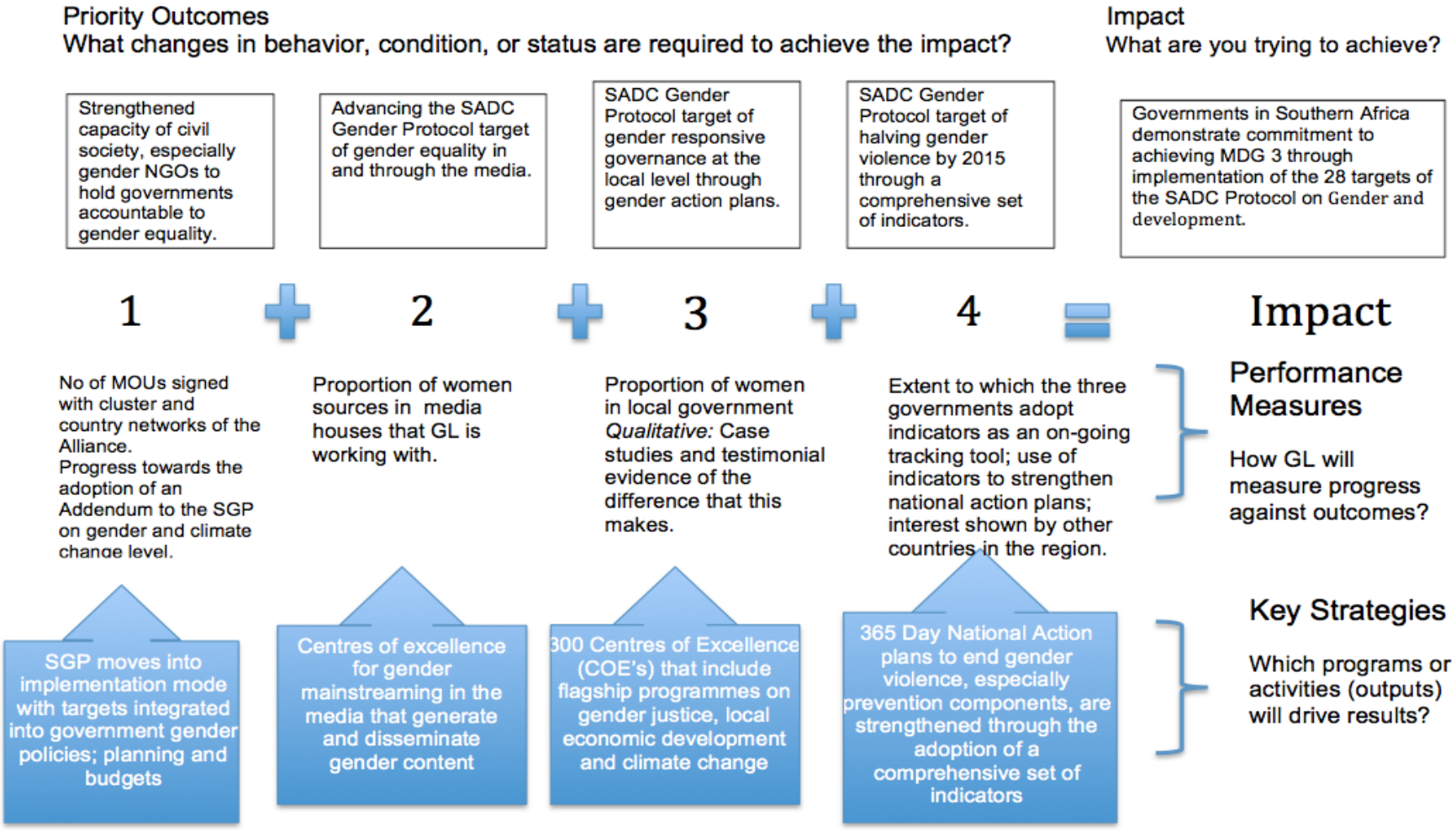


Figure 1 illustrates the different strategies GL uses to facilitate change, while Figure 2 illustrates how this has been cascaded into GL's programme strategy.

Making every voice count for gender equality: With its strong roots in gender and communications work, GL uses the ecological model that begins by locating responsibility with the state and all the societal forces that influence change, but follows the concentric circles through to the community and individual level. As GL's ToC has evolved, the organisation has been able to make effective links from local, to national to regional and international level, making a strong case for a multi-prong approach in addressing gender inequalities, especially gender violence.

Changing socio-economic and political context through gender change agents: At the strategic level, GL champions work on the SADC Gender Protocol (SGP), a unique sub-regional instrument that brings together all the existing international and continental commitments to gender equality and enhances these through 28 targets to be achieved by 2015. The Protocol provides a roadmap for the region for MDG 3. It is a strong, visible tool for holding governments accountable, given a sense of urgency by the 2015 deadline. This instrument is also a tool for galvanising civil society to influence socio-economic and political change at the national level.

GL works with change agents including women and men in government and civil society to effect change. The outcome of the Alliance programme is strengthened capacity of gender CSOs to hold governments accountable to their commitment of gender equality. This outcome is achieved through CSOs lobbying for the integration of SGP targets into government gender policies, planning, and budgets in costed action plans for implementing the SADC Gender Protocol targets.

GL's justice programme contributes to change at the policy level through advocating for governments to adopt indicators and to measure Gender Based Violence to strengthen their national action plans. GL's media programme, that includes a ten-part newsroom training on the targets of the SADC Gender Protocol creates awareness and debate, and contributes to accountability.

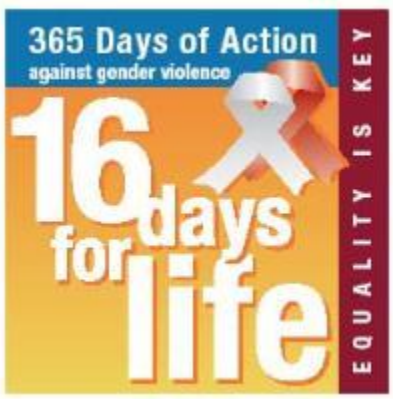
Changing institutions: At the institutional level, GL is taking the targets of the SADC Gender Protocol to the micro-level by working with 300 local councils and 100 media houses that have elected to become Centres of Excellence (COE's) for Gender Mainstreaming. These two institutions are best placed to impact communities and individuals and form core programmes of GL interventions (see Outcomes 2 and 3 in Figure 2 - GL's outcome map[4]).

[4] Outcome Mapping focuses on one specific type of result: outcomes as behavioural change. Outcomes are defined as changes in the behaviour, relationships, activities, or actions of the

The outcome of the media programme is to advance the SGP target of gender equality in and through the media. The performance of the media programme is measured by the proportion of women sources in media houses that GL is working with. The media has the ability to reach into people's homes through particularly the public and community media. The milestone for Year I of PPA funding is that women constitute an average of 22% news sources in the SADC Media.

The outcome for the governance programme is to contribute to the SADC Gender Protocol target of gender responsive governance at the local level through gender action plans featuring gender violence, Local Economic Development (LED) and climate change. The performance of this outcome is measured by the proportion of women in local government and the qualitative measure from case studies and testimonial evidence of the difference that this makes. Local government is at the centre of basic service delivery and the effective delivery of good governance to the people. The milestone for Year I funding is that women constitute at least 30% of councillors in the SADC region.

Changing communities: At the local level, the media and local government programmes contribute to change in power relations so women can negotiate paths or social positions in the socio-economic and political contexts vis-à-vis others in society. These relations are the connections through which women as social actors or change agents engage with their husbands, children, siblings, parents, neighbours, religious actors, government, other types of authority and social actors to affect change in oppressive and disempowering structures, enhance their own agency, and make rights-based claims. GL's interventions through PPA funds enable citizens, especially women, to do things for themselves and to be part of the solution, especially through the Centres of Excellence for Gender in Local Government.



GL's ToC on gender violence is that this cannot be addressed in isolation – hence GBV action plans form part of the gender action plans devised by Councils. By cascading the work on GBV indicators to local level GL is testing the hypothesis that *the battle against GBV can be won: community by community.* Given the general lack of progress in this area, the micro to macro approach is a fresh and innovative way of approaching the challenge.

Changing attitudes and behaviours: Ultimately changing the way women and men experience the world and change the gender relations is about breaking down the existing patriarchal value system and replacing it with a 'rights' approach. Patriarchy is the most influential intangible barrier that surrounds and conditions women's choices. These are the routine patterns of interactions and conventions that lead to assumed behaviours that legitimise and reinforce the social order. The media and local government have a critical role to play in changing attitudes and mind-sets, as do

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people, groups, and organisations with whom a program works directly, although the changes are not necessarily directly caused by them (Earl et al, 2001:1).

campaigns against gender violence. GL is using PPA funds to create an enabling environment to promote social inclusion of women and to address the vulnerability and social injustice inflicted on them through the patriarchal value system.

Changing lives: The most important change GL seeks to make is to the individual conditions that women and men that drive gender inequality. As GL develops its ToC the organisation will explore the link between economic empowerment and ending gender violence, by linking survivors of GBV with local economic opportunities created by local government. Although there is not necessarily a linear relationship between economic empowerment and ending GBV, GL will test the hypothesis that *women who are economically empowered have more voice and more choice,* and are therefore better able to challenge societal norms through enhanced agency.

GL's successes

The SADC Gender Protocol Alliance: In its continued role as coordinator of the SADC Gender Protocol Alliance, GL produces the annual SADC Gender Protocol Barometer. The Protocol and Barometer processes have given significant impetus to the campaign for gender equality. The slogan of the Alliance has progressed from "2015: the time is now", to "2015: yes we can" to "2015: yes we must." This year GL has worked with two governments – Namibia and Seychelles – on costing action plans for the implementation of the Protocol, and is in discussion with the SADC Gender Unit, for work with five more Member States. GL is championing a high-level campaign for the adoption of an addendum on Gender and Climate Change that gained momentum during COP 17 where GL produced ten daily newsletters.

GL receives regional recognition

"The UN Economic Commission on Africa - Southern Africa office (UNECA-SA) and SADC Gender Unit are jointly embarking on an initiative to produce a publication… of efforts by men and women in Southern Africa who have worked tirelessly to promote gender equality and women's empowerment. In addition to profiling the CEO of Gender Links we would like to profile the organisation. GL continues to take the gender agenda to high, unexplored levels in Southern Africa. Your good efforts and collective energies resulted in the SADC Protocol on Gender and Development being adopted. This is the first protocol in SADC adopted after extensive debates and interaction between Member States and Civil Society Groups. Congratulations!"- *Keiso Matashane-Marite; Economic Affairs Officer responsible for Gender, UNECA-Southern Africa*

Through the three mainstream programmes (media, governance, and justice), GL deliberately champions the provisions of the Protocol. While the overall impact of such work may take many years to measure, and may be difficult to attribute to any one institution, impact at the institutional level through the Centres of Excellence initiative is measurable.

Media: GL was at the forefront in creating a gender and media movement in Southern Africa. There is no region in the world in which an NGO is working with nearly one quarter of all media to develop and implement gender policies, using the provisions of the Protocol on gender parity in and through the media. This work is yielding results. For example, in the Mauritius Broadcasting Corporation, one of the first media houses to adopt a Gender Policy, women sources have increased from 14% to 28%.

Governance: GL has singularly put gender on the agenda of local government in Southern Africa, and is localising the targets of the Southern African Gender Protocol through the local-level Gender Action Plans. When GL began research on gender and local government, the region had no figures or database on women's representation and participation in this critical sphere of governance. Now these figures are known, canvassed, and used for advocacy.

GL's work in Lesotho contributed to the modification and retention of the quota for women in local government in 2011. In Mauritius, GL is credited with the advocacy that led to a quota for women in local government in the 2012 elections, necessitating a constitutional amendment that also makes way for Mauritius to sign the Protocol. Emerging evidence from the COEs shows how these councils are becoming more gender responsive in service delivery.

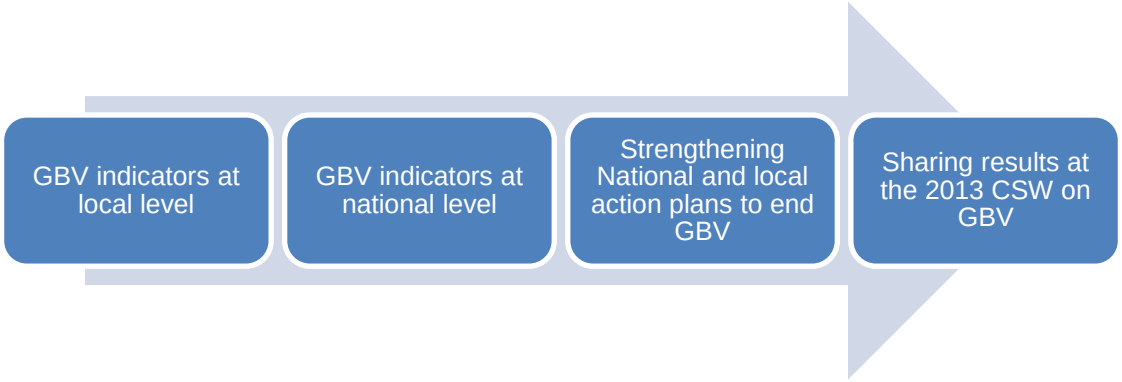
Evidence of the Protocol changing women's lives: As part of its monitoring and evaluation GL is documenting personal accounts of change in the lives of women, for example:

Much has been written on land grabbing by greedy politicians in Zimbabwe; very little on the systematic way in which every day widows are disposed of their land. **Bernadette Chipembere**, a councillor from Chiredzi, won a special award at the Gender Justice and Local Government Summit in March 2010 for her one-woman campaign to seek justice for widows. She won a laptop, got an E Mail address and is now on the GL list serve. One day, among her hundreds of E Mails the GL Executive Director got one with the header: "I am connected!" Chipembere wrote about how since she won the award, and with the media publicity this received in Zimbabwe, the minister of lands had paid a surprise visit and pledged support for her work. Chipembere is an avid reader of GL's Opinion and Commentary Service, and has gleaned ideas from this on forming networks of informal traders, neighbourhood watches against trafficking etc. Chiredzi is one of the 100 Centres of Excellence for Mainstreaming Gender in local government that includes developing a gender action plan with flagship local level campaigns for ending gender violence and empowering women economically.

Justice: GL is the first NGO in the region to popularise the SADC Gender Protocol target of halving gender violence in local government. Councils previously argued that they had no mandate in this area. Using GBV indicators to measure impact as part of the COE model will make the case that the battle against gender violence can be won – community by community.

GL has conducted a follow up study, "Healing through writing" (book to be published by Zed Books, London in 2011) on the ***"I" Stories*** series that provides space for women survivors of gender violence to reclaim their lives by telling their own stories. These personal accounts are the human face of the broader policy objectives that GL works to achieve.

Developing linkages– from local, to national to regional to international level At programme level, this chain from the local through to global level is illustrated in the gender justice programme:



Ability to adjust programme design – GL extended the COE process for both media and local government from six to ten stages. The media programme changed strategy to sign on all 100 media houses first, to allow time for effective backstopping, rather than work with 50 each year. The local government COE process is experimenting with new approaches to cascading this model, including peer learning and sharing, twinning arrangements etc.

Synergies between programmes – With greater latitude, GL programmes are becoming more innovative, connected and collaborative. During the Sixteen Days of Activism 2012, media and local government COE's, as well as media training institutions that form part of the GMDC, will work together on campaigns rooted in the COE's that GL works with. These campaigns will involve training on strategic communications and use of IT in cyber dialogues. Instead of two separate media and local government summits, GL will achieve greater synergies and VFM by having one regional *and* at least eight country summits in 2013. These will be held under the theme: "2015, Yes we must – the SADC Gender Protocol@Work."

From breadth to depth – Encouraged by the results of the local government work GL is working to give greater depth to this work through an innovative project that will be funded by the Netherlands government FLOW fund over the next three years. The programme involves linking survivors of GBV to economic opportunities created by the Local Economic Development Plans of Councils.

Institutional strength, expertise and systems: Described in an external evaluation as a "small organisation with large footprints" GL has won the "Top Women" Award in the NGO category, the "Investing in the Future Award" and a runner up prize in the "Driver of Change" Award, GL has been able to build effective coalitions across fifteen

diverse countries in three language groups with minimal institutional infrastructure through strategic networking, smart partnerships, strong internal systems and effective leveraging of information technology as part of our "Making IT work for gender justice campaign."

Challenges

Internal: Issues of succession; staff retention, capacity and work pressure identified in the 2006 evaluation have been a core concern of the Board and management. Over the last year, the staff complement has doubled to 58 including two satellite offices in Mauritius and Botswana and field offices in Lesotho, Namibia, Swaziland, Zambia and Zimbabwe.

External: The inevitable stresses of multiple partnerships which result from a complex set of reasons including differences in strength, commitment and values within partnerships; perceptions of dominance by one partner within the relationship; strategic and tactical questions as to how closely to ally and what distance to keep within a partnership (for example where government and NGOs are involved). Within each of our programme areas these are some of the challenges identified over the next three years:

Table six: Risk analysis

Risk identified	Potential impact	Probability	Mitigation factors
1. SADC Gender Protocol Campaign			
EXTERNAL			
Non-ratification of the SADC Gender Protocol by additional four countries	Low	Low	With South Africa' becoming the ninth country to ratify, the Protocol is technically now in full force, giving impetus to implementation initiatives, despite four countries still needing to ratify.
Non-signing of the Protocol by Mauritius and Botswana over the next year.	Low	Medium	The amendment of the Local Government Act in Mauritius, resulting in a Constitutional amendment on affirmative action (see case study at Annex A9) has paved the way for Mauritius to sign the Protocol. The Botswana Alliance Network led by the BOCONGO gender sector, with assistance from GL has developed a lobbying and advocacy strategy.
2. Gender and governance			
EXTERNAL			
Regression in women in decision-making at national and local level.	Medium	Medium	GL through the Alliance has re-launched the 50/50 campaign ahead of the 12 national and nine local government elections between 2012 and 2016. Through these campaigns and constitutional review processes the 30% (if not 50%) target can be achieved.
3. Gender Justice			
EXTERNAL			
The GBV Indicators	Medium	Low	The Women's Affairs Department in the Ministry

Risk identified	Potential impact	Probability	Mitigation factors
project requires a high level of financial, human resources and buy-in from governments			of Labour and Home Affairs in Botswana (WAD) led the way by committing 80% of the resources required. This helped to make the research possible and enhanced ownership of the results. This also set an example for other governments.
4. Gender and media			
EXTERNAL			
Impact of the global financial crisis on the media, gender becomes a nice to do, not a have to do.	Medium	Medium	Media in Southern Africa as elsewhere are still feeling the impact of the financial crisis; many (public and private) are cutting back on staff. GL makes the argument that increasing women's sources is good business. Niche marketing is key strategy to increase audiences.
Restrictive media laws that impact on access to information in fragile democracies such as Zimbabwe.	Low	Low	Restrictive media space denies marginalised voices the opportunity to actively participate in debate and dialogue around critical issues. However, working with media regulators opens up space for critical discourse and places gender and media work squarely in the ambit of promoting freedom of expression.
INTERNAL			
Bureaucracy in academic institutions slowing down the signing of MOUs by GMDC partners	Medium	Medium	Using media literacy, internships and seminars to secure buy-in from academic institutions. Buy in is proportionate to institutions understanding the value add of MOUs.

Opportunities

- The 28 SADC Gender Protocol targets to be achieved by 2015 (the same year as the MDGs) provide a key strategic focus. There is high pressure among governments to demonstrate results. This has opened the door to Gender Responsive Budget initiatives around the SADC Gender Protocol, including National Action Plans to End GBV.
- GL is firmly rooted on the ground trough the 150 Centres of Excellence (COE) for mainstreaming gender in local government in ten countries that it is working with. One of the modules in the eight stage, year-long intervention is on strategies to address GBV. The existing strategies and plans provide opportunities to work in a sustained manner with ten committed local councils in the ten countries: Botswana; Lesotho; Mauritius; Madagascar; Mozambique; Namibia; South Africa; Swaziland; Zambia and Zimbabwe on GBV. Through the COE process GL has worked with local government associations and relevant ministries. The associations will be pivotal to assisting with buy in at local level.

- GL is working with 100 Media Centres of Excellence across Southern Africa including the ten countries that are part of this proposal. Part of the applied learning in the media COEs is for journalists to be exposed to and cover GBV. This will strengthen advocacy work as well as contribute to capacity building for the media.
- GL has recently become an accredited trainer and established the Gender Links Training Institute with three accredited courses (gender awareness; gender mainstreaming and gender and media literacy). GL will now add to this an entrepreneurship course for survivors of GBV as part of a package to empower survivors of GBV that includes the "I" Stories – first-hand accounts – and business skills.

Lessons learned

Policy level: The SADC Gender Protocol is a sub-regional instrument that provides a roadmap for attaining MDG 3 – gender equality. The Protocol is unique instrument that brings together and enhances existing international commitments to gender equality by giving them specific targets and timeframes. It would have been almost impossible for gender activists to raise women's concerns in the gender equality discourse without the Protocol. The IPR has provided some evidence how the women activists are using the Protocol as a tool for advocacy for the constitutional review and the 50:50 campaign in SADC region.

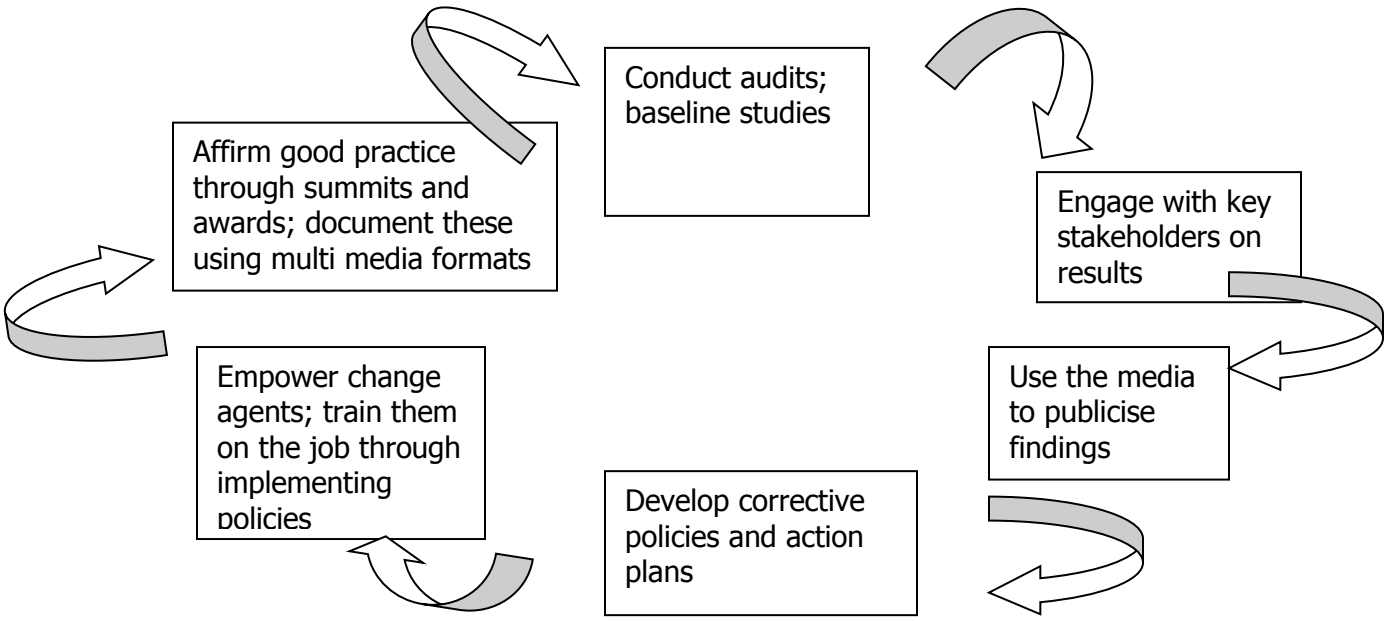
Another unique feature of the Protocol is the partnerships between governments and civil society in achieving the MDG3 goal on gender equality. There is not one organisation with enough resources and power to address any public problem, hence the need for multi-sector partnerships. Governments are good at legislating and developing policies but most often these great resources end up on shelves because policy implementation was not considered during the design stage. Any good policy development must include policy outcomes, implementation plan, budget, and M&E because policies are concerned with the lives and well-being of people. The SADC Protocol Alliance has moved beyond lobbying for approval, signing and ratification of the Protocol to implementation. GL and members of the Alliance are working with national gender ministries to develop operational plans for implementing the Protocol. The CSOs play a critical role in holding governments accountable and providing leadership and best practices for replication when governments lack the skill or capacity to implement policies.

Sector level: Strategic partnerships are very important in leveraging resources and getting buy-in from governments on policy implementation. The gender sector in SADC region is advanced compared with many regions of Africa. The Protocol is a unifying factor that brings together gender NGOs and government through the gender ministries and SADC Gender Unit to work together for a common cause. The SGU is critical for gender mainstreaming and implementation of the Protocol because of its direct link with governments. The SGU has also developed credible partnerships with international agencies like the UN, GIZ, FES, etc. to partner with. The Unit works closely with civil society as partners for change. These factors are critical in the implementation of the Protocol. GL has developed strategic partnership with the SGU and GIZ to roll out the

costing exercise for the implementation of the Protocol. In this tripartite partnership, GL provides the software or technical skills, SGU gets political buy-in and GIZ provides resources and connections with in-country donors. GL is also tapping on the country networks to manage in-country processes.

Organisational level: GL is a small NGO with expertise in research, advocacy, and engaging the media in social transformation. All GL's work is based on research. GL uses the outcomes of research to innovate and take risks in implementing new tools, concepts, and methodologies sometimes in unfamiliar territories. As such, GL's growth has come from innovative ideas such as putting the gender agenda on the agenda of local government, making the media gender aware, initiating the GBV indicators research, developing the concept of the Barometer to track progress on gender equality, and conducting ground breaking research on gender and media and gender in local government. At the core of GL's work is the drive to change lives and so women and men are able to participate equally in all aspects of public and private life in accordance with the provisions of SADC Protocol. GL has moved from breadth to depth as evidenced from all programmes progressing from research, to action plans, to capacity building, to much stronger monitoring and evaluation of the impact the work, and now to managing results for change. All GL's work is managed in a cost-effective way that gives value for money. Because of its small size and wide scope of work in the region, GL works through smart partnerships to bring change and impact lives in SADC region.

A way of working that works: As GL has matured, the organisation has developed a "way of working" that cuts across all our programme areas, as illustrated below. Each programme learns from the other. For example, the gender justice and local government project has borrowed from the gender and media programme the idea of a summit to gather and share best practices of what works as a way of strengthening this work, that in turn builds on research demonstrating gaps; action plans, training and support for new approaches.



Lessons about working with partner organisations: Partnerships must tap into the strengths of individual members; ongoing communication is key so that all partners feel able to shape the growth path of the partnership. Open communication is a non-negotiable throughout the process and it should be about what works and what does not work so that communication does not only happen when there are challenges. Forming alliances around specific issues such as the SADC Gender Protocol Alliance stands a better chance of success.

Lessons about sustainability and scaling up: We have learned valuable lessons on working locally, regionally and internationally. For example, the gender and media work is grounded in Southern Africa. But the GMDC knowledge centre and GEM Summit have provided avenues for leveraging this work leading to key North South exchanges on the global Glass Ceiling in the Media Study and the upcoming Global Media Monitoring Project 2009/2010.

Social change and especially transforming gender relations, is a long term challenge. Fragile gains can be quickly reversed. The targets set by the Protocol are ambitious and there are no guarantees that they will be met. The adoption of the Protocol has given tremendous impetus to our work, but also highlights the challenges ahead.

Programme positioning

The SADC Protocol on Gender and Development

GL began its work in March 2001 with a strong focus on gender and the media. This focus has since extended organically to work in the governance and justice sector. The campaign for the SADC Protocol on Gender and Development became an end in itself as well as a framework providing key targets and indicators for GL's work in the three sectors. In this section we review the organisations strategic positioning in its three core programmes; how it has shifted and its relevance going forward.

Gender and the media

The media - the twelfth critical area of concern in the Beijing Platform for Action - is one of the most important yet challenging areas of work for advancing gender equality. As "formal" or legislated discrimination against women falls away, the key challenge confronting us is how to change mindsets hardened by centuries of socialization and cemented by custom, culture and religion.

Potentially having a huge role to play in this "liberation of the mind", the media has more often than not been part of the problem rather than of the solution. And, while the media has set itself up as the watchdog of the rest of society, it does not always take kindly to being "watched". The result has been an unfortunate antagonistic relationship between gender activists and the mainstream media.

At the Fourth World Conference on Women in Beijing, the mid term Beijing Plus Five Review, and at other major gender gatherings, the difficulty of persuading the media to take up issues of gender equality has arisen as a major frustration.

Unlike governments that can be made to sign international conventions and then made to account, activists have felt frustrated with the media because they feel a sense of powerlessness over the media.

At best, when confronted with all the arguments above, male media decision makers have taken the simple route out, by creating a page or a programme for women's issues.

At worst, they have been antagonistic. The private and even the public media claim their independence (at least when it comes to gender!) and hide behind the bottom line. Often, the media justifies sexist advertising and reporting as integral to this bottom line, though there is precious little research to back this.

Approaches

There have been several different approaches to the issue of gender and the media. These include:

- Empowering women journalists (the route taken by media women's associations that have been especially strong in East Africa).
- Creating alternative media for women's voices to be heard, especially with the advent of IT that reduces costs and creates multiplier effects).
- Consumer protests and boycotts, especially against offensive advertising
- Seeking to bring about gender balance in the institution of the media as well as in its editorial content.

Gender Links approach to media

None of these approaches is mutually exclusive. Each has an important role to play in ensuring a fair representation and portrayal of women in the media. Gender Links has, however, specifically chosen to focus on the latter because:

- In the long term there is no alternative to ensuring that the mainstream media reflects and promotes gender equality;
- We believe that male *and* female journalists need gender training;
- Several organisations - such as the various media women's associations in Southern Africa - are focusing on the first two of these approaches. We welcome these as important and complementary initiatives. But we believe our niche is to engage with the mainstream media as well as seek to bridge the gap between gender activists and media practitioners.
- After a twin approach of working with media institutions to develop gender policies, and training journalists off site, GL is bringing these together in the Centres of Excellence for Gender in the Media, a sustained year long process that involves developing and implementing policies; on-site training and measuring progress through regular monitoring including self-monitoring by the media.

Table seven: Summary of GL Media COE's				
TYPE	PRINT	RADIO	TV	TOTAL
PUBLIC	10	5	8	25
PRIVATE	34	15	7	56
COMMUNITY	10	28	1	39
TOTAL	54	48	16	118

The media COE's represent an innovative and unprecedented attempt to mainstream gender in the media at institutional level. This initiative spans 13 countries and 118 media houses (about one-third of the media houses in Southern Africa). Of these, 25 are public; 56 private and 39 community media; with 54 print; 48 radio and 16 TV stations. This represents a huge potential outreach; especially the five radio and eight TV public broadcasters.

- GL is also developing long-term sustained relationships with media training institutions through the Gender and Media Diversity Centre that aims to "connect, collect and collaborate" on issues of gender, media and diversity, including integrating gender into curricula.
- Following the closure of the GEMSA regional secretariat, GL is seeking to revive the country gender and media networks through the GMDC.

Gender and governance

GL identified a strategic opportunity for advancing gender and media work through ten elections taking place in the region in 2004/2005 in two ways: sensitising the media to gender issues in elections, and building the capacity of women in politics to make use of the media. In preparation for this work, GL undertook a major study, *Ringing up the Changes, Gender in Politics in Southern Africa* on the impact of women in politics in the region, using as a benchmark the fact that regional heads of state agreed to achieve at least 30 percent women in decision-making by 2005. This ground breaking research was launched across the region and converted into simple media tools and formats for the training that followed (detailed in the evaluation report).

Ringing up the Changes led GL into two important areas of work. At a regional level, GL became involved with several NGO partners in 2005 in conducting an audit of the SADC Declaration on Gender and Development that has led to a campaign to elevate this into a Protocol, the most binding of the SADC instruments.

At a local level, *Ringing up the Changes* identified a major gap in local government, and opened the door to research and capacity building in this sector, that has been closely linked to media work (for example the "I" stories or accounts of women in local government) and the gender justice work (councillors spearheading Sixteen Day

Table eight: Local government COE population		
	Country	**COE Population**
1	Botswana	173 806
2	Lesotho	275 888
3	Madagascar	665 039
4	Mauritius	1 126 993
5	Mozambique	1 231 607
6	Namibia	212 196
7	South Africa	6 575 248
8	Swaziland	2 117 840
9	Zambia	4 438 561
10	Zimbabwe	4597360
	Total	**21 414 538**

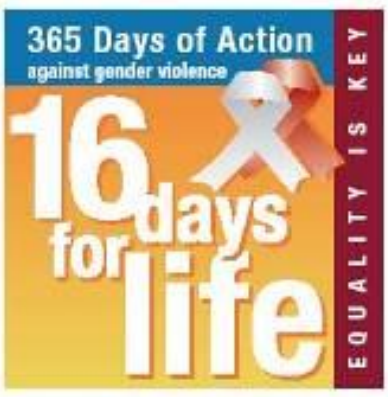
campaigns). GL is currently working with 150 local councils covering a population of 21.4 million. The target is to increase this to 300 councils or about one third of all councils by 2015.

Work with local government, pursued vigorously over the last three years, opens doors in the future for linking the governance and justice programmes even more closely, through localising national action plans to end gender violence.

Fundamentally, all these initiatives fall within the broader framework of making policies, laws and practices responsive to citizens, and especially to women. The media, which has ignored the voices and views of women, has a key role to play in this regard. With flexible funding from DFID's PPA funding window, GL has been able to explore several areas of synergy and improved programming in the governance work. These include:

- Working at the institutional level through Centres of Excellence for Gender and Local Government.
- Localising the GBV indicators research.
- Economic empowerment of survivors of GBV, through links with the Local Economic Development projects of the councils.
- Enhancing the profile and coverage of work at the local level – "making every voice count" - through greater convergence between the media and local government COE's.

Gender justice



In the case of the gender justice portfolio, GL's pioneering work included conducting training for the media in covering gender violence in twelve Southern African countries and the nine provinces of South Africa. These workshops led to the establishment of the first gender and media networks. They also raised the importance of parallel training for gender activist in running strategic communications campaigns, organised around the Sixteen Days of Activism, similarly undertaken around the region and in all provinces of South Africa. Over the years, GL has played a central coordinating role in activities around the Sixteen Days, in South Africa and the region, in the latter years through organising cyber dialogues that have been linked to IT for Advocacy Training.

Running annual campaigns of this nature has naturally raised questions, not least by the media whom we have trained, as to what impact these campaigns are having and how

progress can be tracked. In South Africa the audit conducted in 2006 led to momentum for a National Action Plan to End Gender Violence that GL convened with the National Prosecuting Authority and UNICEF in May 2007. The process has been documented through a manual and video being used to initiate similar processes in countries that have a long history of conducting Sixteen Day campaigns and of collaborative action.

The implementation of the NAPs across Southern Africa has been varied. A regional audit of the NAPs held in February 2011 found some progress – eg Mauritius had 93% of its plan; Lesotho and the Seychelles had costed and allocated budgets to their plans.

In most countries, implementation has been slow, due to lack of resources and competing political priorities. Governments do not prioritise GBV in the same way as HIV and AIDS for example. Another critical gap is the lack of baseline data and inadequate data gathering systems for GBV.

In all countries there seems to be little actual subsiding of GBV. While Southern African governments have placed a heavy emphasis and resources on prevention campaigns for HIV and AIDS that are beginning to yield results, the same is not true for GBV.

Over the last three years, GL has worked with partners to undertake GBV Indicators research in Gauteng, Kwazulu Natal and the Western Cape, as well as Botswana and Mauritius. The findings are based on interviews with 6366 respondents, 3277 women and 3089 men, for the prevalence and attitudes household survey.

The studies found that 67% of women in Botswana; 51% of women in Gauteng; 45% of women in Western Cape; 36% of women in Kwazulu Natal and 24% of women in Mauritius have experienced GBV. A higher proportion of men in Gauteng (76%) and Kwazulu Natal (41%) admitted to perpetrating violence against women in their lifetime. A lower proportion of men, compared to the proportion of women reporting GBV said they perpetrated GBV in Botswana (44%); Western Cape (35%); and Mauritius (23%).

Through the GBV indicators research conducted in four provinces of South Africa; Botswana and Mauritius, GL has reached the conclusion that:

- The findings of the indicators research needs to be canvassed and used to strengthen national and local action plans;
- These need to be cascaded much more systematically to the local level;
- The emphasis needs to shift to prevention of GBV and empowering women rather than just reacting to growing levels of GBV. This may not be feasible in a short space of time at the national level. But results can be achieved at the local level by concentrating on particular localities; monitoring and evaluating progress.

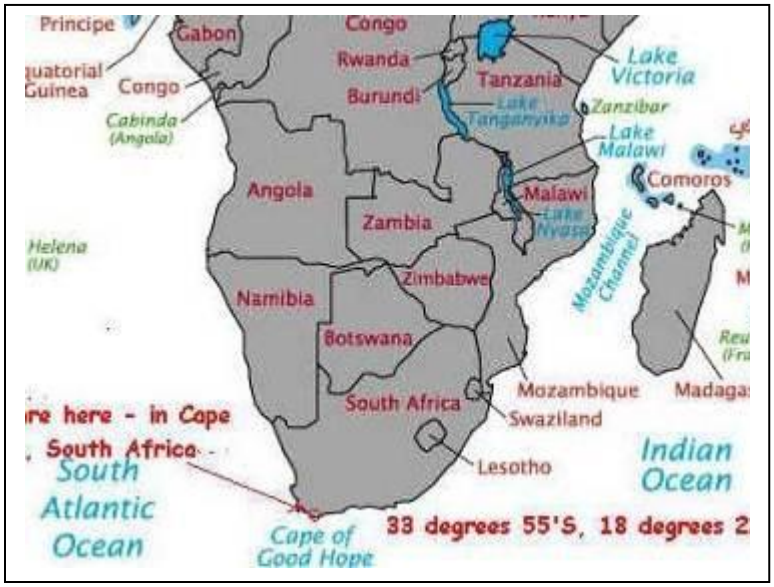
Targets and beneficiaries

Table nine summarises the target groups in GL programme work. These range from global, regional, national and local policy-makers to media practitioners, GL estimates that while it reaches 15,000 to 20,000 beneficiaries directly each year, these numbers are greatly enhanced through the website, publications, social media and other activities that have an outreach effect.

Table nine: GL target groups

Target population by programme	What is GL doing to meet the needs of the target group, especially the poor
Alliance SADC/SADC GU National governments Regional/ national civil society organisations Citizens	While continuing to hold government accountable through the annual SADC Gender Barometer, GL has moved into high gear on implementation with a model for applying the gaps identified in the research to developing action plans that interrogate mainstream budgets and cost additional requirements. This gender responsive budgeting exercise is critically important for alleviating poverty as women constitute the majority of the poor.
Governance Local councils; associations Gender/local government ministries Poor women	Through 151 COEs GL is helping policy makers who serve 22 million poor women and men in ten countries to develop gender action plans for achieving the 28 targets of the SADC Gender Protocol at the local level. By strengthening and cascading this model that is empowering women socially, politically and economically, GL is contributing in tangible ways to the alleviation of poverty in a region where women constitute the majority of the poor, the marginalised and the dispossessed.
Justice SADC/SADC GU National/ provincial governments Local councils Survivors of GBV	GBV is one of the most widespread yet under-reported human rights violations of our time, undermining the agency of women and their potential contribution to development. The GBV indicators research is recognised globally as one of the most comprehensive efforts to establish the true extent and effect of GBV, as well as the adequacy of responses and prevention efforts, so that these can be strengthened. As illustrated in the three countries where GL is working, the research has out GBV on the political agenda, as well as created a vital link with work on the ground through the governance COEs.
Media Journalists,, editors Citizens	Through the concerted work with media COEs to increase women's representation in and through the media GL is promoting citizen voice and participation of the most marginalised groups in society who are frequently rendered voiceless by the mainstream media. Strengthening the links between the media and governance COEs, as well as GL's unique brand of first hand accounts, provides practical way for achieving this.

Geographical positioning



In line with the 2020 vision exercise, GL has decided not to spread its wings beyond Southern Africa, in order to consolidate its position in the region. Over the last three years, GL has registered offices in Mauritius (to cover the Francophone countries) and Botswana (home of the SADC Secretariat). We officially opened a Lusopohone office there on 17 March 2011 (GL's tenth anniversary) and launched a series of integrated programmes aimed at enhancing the attainment of the SADC Gender Protocol targets.

Just as Mauritius serves as our Francophone base the Mozambique office will serve as our Lusophone base, enabling us to begin meaningful work in Angola, a country that several Southern African NGOs including our own have struggled to reach out to. GL established the Lusophone office just ahead of the SADC Heads of State (HOS) Summit in Luanda in 2011, and Maputo in 2012. Over the last year, GL has registered six more offices in its previous "project sites" enabling these offices to engage in fund raising initiatives. The new offices include: Lesotho, Madagascar, Namibia, Swaziland, Zambia and Zimbabwe. Table 9 shows the geographical spread of GL's work. It shows that:

- The Southern Africa Gender Protocol work covers all 15 countries of SADC (Anglophone, Francophone and Lusophone), while the media work covers 13 countries, also across the three language groups.
- GL's ten country operations (in blue) align closely to the governance work (that involves working over the next two years with 300 councils that have elected to become Centres of Excellence for Gender and Local Government).
- GL now has a good spread of programme work in Mozambique. However, GL's work in Angola (one of the most expensive countries in the world) remains weak, with only the SADC Gender Protocol work being implemented.

Table 9: Geographical spread of GL's work across the 15 SADC countries

	SADC Gender Protocol	Governance	Media	Justice	
Anglophone				National Action Plan	GBV indicators
Botswana (SADC HQ)	X	X	X	X	X
Lesotho	X	X	X	X	
Malawi	X		X	X	
Namibia	X	X	X	X	
South Africa (GL HQ)	X	X	X	X	X
Swaziland	X	X	X	X	
Tanzania	X		X	X	
Zambia	X	X	X	X	X
Zimbabwe	X	X	X	X	X
Lusophone					
Mozambique (GL Lusophone office)	X	X	X	X	
Angola	X				
Francophone					
Mauritius (GL Francophone office)	X	X	X	X	X
Seychelles	X		X	X	
DRC			X		
Madagascar	X		X	X	

Source: GL. Notes: 1) Blue = GL offices. 2) Although Mauritius and Seychelles both have English as an official language, they are bilingual (offering a useful spring board for GL work) and geographically close. GL work in Seychelles is managed from Mauritius.

Table ten summarises the new strategic thrusts in GL's programme work to include two cross cutting themes. It also shows how the organisation has spread its wings across the SADC region from the original base, and current head office, in Johannesburg.

Table ten: Summary of GL's programme and geographical growth

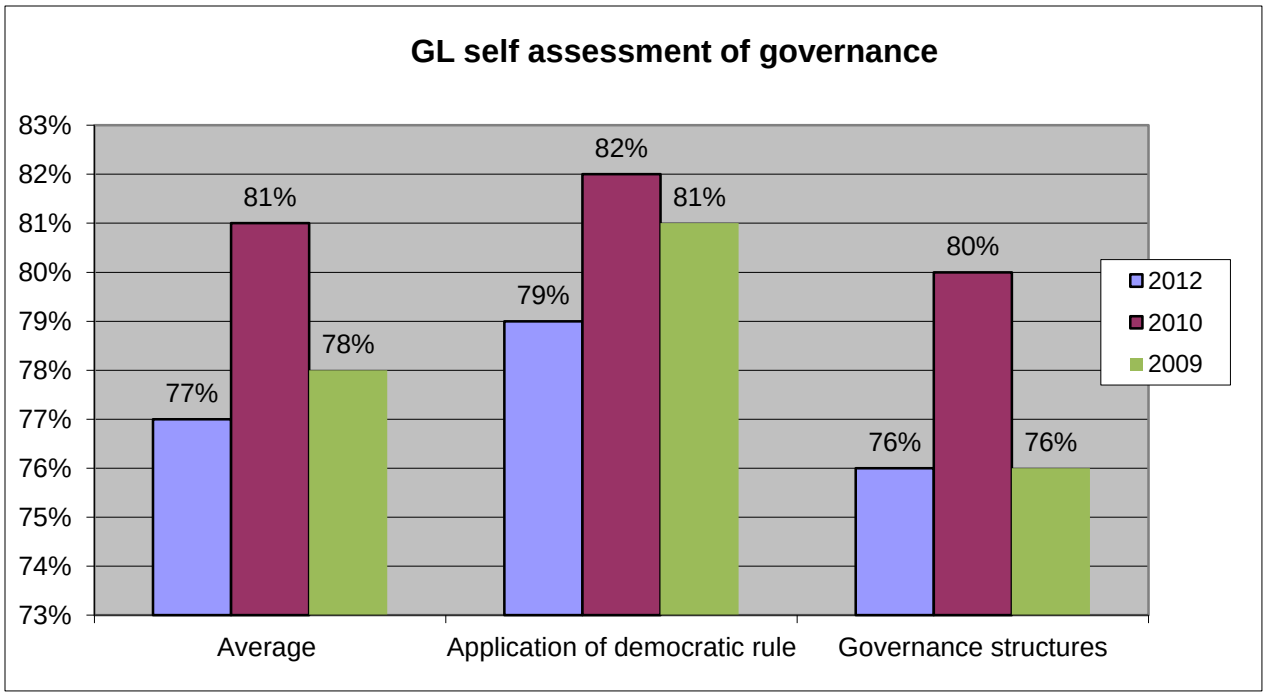
Core programmes	Pushing the envelope	Initial geographical bases	Venturing into new areas
SADC Gender Protocol	Costing the implementation of the SADC Protocol and GBV indicators; both involving collaborating much more closely with governments	In 2008 GL had a head office in Johannesburg; Botswana SADC liaison office and Francophone base in Mauritius, and new offices in Lesotho and Madagascar. GL had project sites in four other countries.	GL opened a Lusophone office in Mozambique, capitalising on the SADC Heads of State summits in Luanda in 2011, and in Maputo in 2012. GL has also registered offices in four other countries – Namibia, Swaziland, Zambia and Zimbabwe, and raised funds or is raising funds in all of these.
Gender Justice			
Governance	Taking ToC to the institutional level – working with 400 institutions.		
Media			
CROSS CUTTING THEMES			
Gender and climate change	GL has added two cross cutting areas to its programming.		
Economic justice			
INSTITUTIONAL EFFECTIVENESS			
Monitoring and evaluation	Paradigm shift - Results for Change (M and E, knowledge, innovation and learning)		
Website	Visualising data and enhancing E governance through google earth mapping of the COE's		
Value for Money	Securing in-kind costs; better procurement practices; smart partnerships; programme synergies.		

Key focus 2012 -2015

- GL will continue to review its strategic positioning – vision, mission, programmes and geographical location relative to the needs of the region.
- GL will in particular study carefully the desirability of opening offices in other SADC countries against the considerations set out below:

No GL offices	**Considerations in whether to open an office**
Tanzania	Strong media niche, but more linked to East Africa; local work difficult to manage from such a distance.
Seychelles	Small island; expensive; no elected local government GL has been able to make footprints from Mauritius and head office
DRC	Large; expensive; media and alliance work being cascaded through our partner UCOFEM with support from Mauritius.
Angola	Expensive; Lusophone base in Mozambique provides the opportunity to approach work there strategically and incrementally.
Malawi	No elected local government yet; GL has worked successfully through Alliance focal network.

GOVERNANCE



The graph shows that on average Board and Staff rated governance at 77% in 2012, down from 81% in 2010, with governance structures rated at 76% and application of democratic rile at 79% (see detailed findings at Annex A). The 2012 Board Meeting brought together the expanded board for the first time after substantial restructuring described in this section of the strategy. The restructuring provides a firm foundation for strengthening corporate governance in line with the recommendations of the 2010/2011 organisational evaluation, as well as matters raised in the audit conducted by KPMG to qualify for flexible funding under DFID's PPA arm.

Background

The GL Board meets annually and its Executive Committee meets four times a year. Management and staff participate in all but a few confidential sessions of the Board meetings. Partners are invited to share their observations about the work of the organisation through a survey conducted ahead of the Board meeting as well as during sessions of the Board meeting to which partners are invited. Minutes of meetings are made available to staff (on the shared public drive), to funders on request and to external evaluators. They are filed annually with the registrar of Companies and Department of Social Development, the two statutory bodies with which GL is registered. GL's annual report for each year, including audited financial statements, is available on the website. The annual report is also distributed in hard copy to all donors, partner organisations and libraries.

Example of feedback from a partner after receiving the GL annual report

"South African Women in Dialogue (SAWID) wishes to extend to you our sincerest and heartfelt congratulations on the excellent quality of the 2008-2009 Gender Links Annual Report which we have just had the pleasure of receiving. We are delighted to see the extent and quality of your work,.. The skills and experience of your multi-national team and the recognised integrity of your work as an NGO in the gender field in the SADC region stands as a role model for South African women and all women in our beloved continent of Africa. Yours sincerely,

Dr. Brigalia Bam, Chairperson, South African Independent Electoral Commission (IEC) and SAWID"

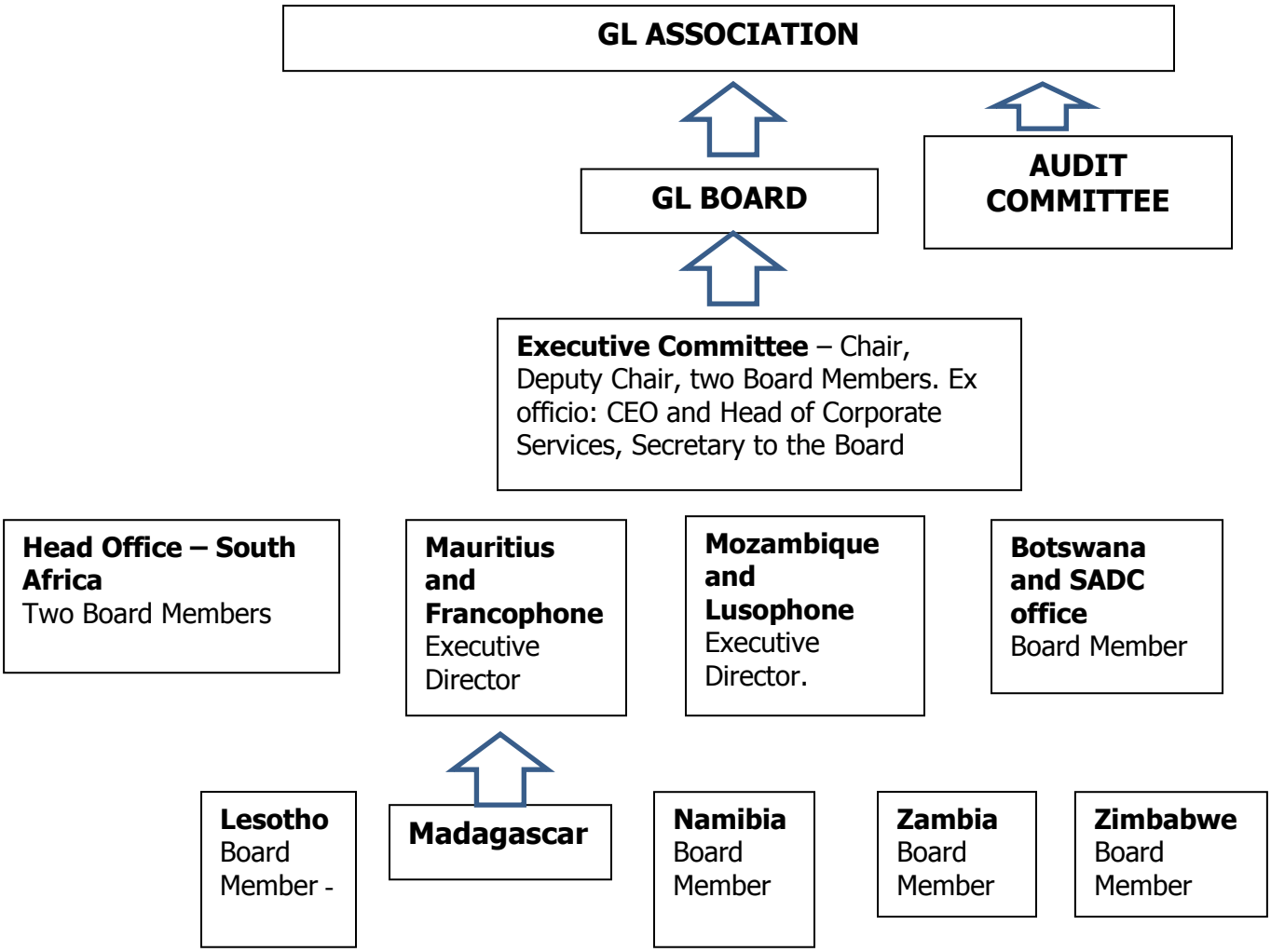
Strengthening the Board

The Board meeting in April 2011 took note of the recommendations made in the ten-year evaluation regarding Board members serving two four-year terms, and then stepping down for a period before being reappointed.

The Board debated the issue of fixed terms but also cautioned the need for continuity and retaining essential skills. GL is in the process of updating its Memorandum of Incorporation (MOI) as required by the Companies Act that governs GL in South Africa. Key principles agreed by the Board include:

- Regular renewal without losing expertise: The Board debated the idea of a Founders Board for retiring board members, but then opted to strengthen the two-tier structure of an Association that appoints the Board and reviews appointments annually.
- Having at least one country-based Board Member where GL registers subsidiaries.
- Executive directors in the Francophone and Lusophone offices, to give the muscle and drive required to these language blocks, as well as create strong linkages with the predominantly English speaking countries in SADC.

GL Governance Structure



Against this background, GL appointed four new Board Members in 2011/2012: Rethabile Pholo (Lesotho); Emily Brown (Namibia); Sara Longwe (Zambia) and Benedict Bennett (Swaziland). Ruth Ayisi resigned from the Board, but remains a member of the Association. I thank her on behalf of the Board for her excellent service.

GL now has 12 board members from ten SADC countries. Four out of twelve or 30% are men; this is an improvement on the past and in response to concerns raised in the ten-year evaluation. The Board bring to GL a range of backgrounds and skills including media; law; academia; international diplomacy; activism and electoral commissions. The GL Board also has representatives of all the three major language groups of SADC.

The Executive Committee

Exco held four meetings– June, August and November (2010) and February (2011). Exco held one extraordinary meeting in July to address an urgent staff/legal matter. Exco referred two matters to the full Board in November and February – new Board members and the Association; as well as roles and responsibilities of country based board members. The Chairperson visited GL offices in August and met staff as well as senior managers. Exco and the CEO took forward several other matters by E Mail.

Key governance and institutional outcomes include:

- Rationalisation of all GL entities so that they are accountable to the parent body.
- Four new Board Members; registration of GL in eight countries as well as Terms of Reference and report format for country-based Board Members.
- Oversight of finances and donor matters; fund raising plan and successful raising of funds in three countries – Namibia, Zimbabwe and Mozambique with good prospects in Zambia, Botswana and Lesotho.
- Several donor and fund raising related matters.

Strengthening governance

Guided by the principle that good governance must begin at home, the Board took several measures to strengthen transparency and accountability:

- As required by the Companies Act of South Africa, we have drafted a new Memorandum of Incorporation (MOI) and this is accompanied by Board Regulations.
- We have adopted a Conflict of Interest Policy included in GL's Policies and Regulations.
- We have subscribed to the International Aid Transparency Initiative (IATI) that requires us to post our income and expenditure on the IATI website every quarter.
- GL now has a Green Policy that we are seeking to mainstream in the way we work as well as our programme work in much the same way as our HIV and AIDS policies as well as our gender policy.

Key focus 2012-2015

- Strengthening country office operations with the oversight of resident Board Members.
- Enforcing the anti-corruption, fraud and Conflict of Interest Policies.
- Popularising the HIV and AIDS, Gender and Green Office Policies.

PARTNERSHIPS

GL staff and Board Members scored partnerships at 77% in 2011; down from 81% in 2009 (see Annex A). Partners scored GL at 83% in feedback gathered for the annual report. In the GL self-assessment, an area that especially requires attention (69%) concerns obtaining feedback from partners.

Background

Described in our 2005 evaluation as a "small organisation with large footprints," Gender Links is an organisation founded on partnerships. Although over the last five years our "giant footprint" has been to establish offices in nine countries, we continue to work in catalytic ways through a wide range of inter-locking partnerships.

Smart partnerships across sectors have seen GL's programmes develop in depth and outreach as well as enhance value for money through multiplier effects. As Danielle Berlanga Gonzalez, Media Watch Organisation member from Mauritius puts it in her feedback to GL: "Alone we can do little. Together we can do better. Yes, we can make our voice heard. "

Partnership strategy

In the 2009 annual report as part of "next steps" recommendations, GL undertook to enter into MOUs with long term partners to ensure that benefits/rewards, responsibilities, and risks of all projects implemented with partners are shared. GL undertook to strengthen its Monitoring and Evaluation system to achieve this. At the time of writing, GL had or was close to concluding 105 Memorandum of Understanding (MOU's), compared to 56 the previous year – an 88% increase.

Programme	Partners
Media, including Gender and Media Diversity Centre (GMDC)	61
Southern Africa Gender Protocol Alliance	25
Governance	18
Justice	1
Total	**105**
Geographical spread	
Angola	1
Botswana	10
DRC	2
Lesotho	3
Madagascar	10
Malawi	7
Mauritius	4
Mozambique	3
Namibia	5
Seychelles	1
South Africa	13
Swaziland	3
Tanzania	10
Zambia	9
Zimbabwe	12
Sub total	93
Regional	5
Africa-Kenya	2
International	5
Total	**105**

This increase is accounted for by the growing work at institutional level with the media and local government Centres of Excellence on Gender Mainstreaming. GL is working to ensure that it has MOU's with the over 200 institutional partners with whom it currently works.

Programme spread

Of the 105 partners that GL signed MOUs or a working agreement with, 61 (60%) are from the Media department, the oldest in the organisation. GL's founding vision sought to promote gender equality in and through the media. Some 26 (42%) of the MOUs have been signed with media houses under the Centres of Excellence for Gender in the Media programme which has seen Gender Links working directly with 109 media houses in 13 SADC countries. The other media houses are yet to sign MOUs. The remaining 35 (57%) are either MOUs or a working agreement between GL and the GMDC.

The Alliance programme works with 25 partners, 20 of whom have signed MOUs with Gender Links. The Alliance is also the custodian of the partnership portfolio within Gender Links. The programme works closely with many other partners like the SADC Gender Unit even though there is no formal agreement yet. The Alliance has a formal relationship with the SADC CNGO (Congress of NGOs) and serves as the gender representative for Gender NGOs within the SADC CNGO steering committee.

Through the Alliance, GL is a member of Africa-wide organisations such as FEMNET (see accompanying reflections by the Former Executive Director of FEMNET Norah Matovu Winyi).

Governance has 18 MOUs: seven with local government associations; nine with Centres of Excellence for Gender in local government and one with a government ministry. GL has forged strong partnerships with local associations and gender ministries as follows:

GL has also become more adept at coalition building, in order to manage partnerships more effectively. The Southern African Gender Protocol Alliance is GL's flagship coalition building initiative. This consists of 15 national gender coalitions; eight regional theme clusters and two interest groups – the men's sector and Faith Based Organisations.

Media training and Development NGOs come together in the Gender and Media Diversity Centre – a knowledge hub that seeks to "collect, connect and collaborate". In the work on gender and local government, GL has agreements with most of the umbrella local government associations in the region. In all programmes, these links extend from national, to regional to international (see partnership strategy table).

Table 11: GL Partnerships 2011/2012

PARTNERSHIP STRATEGY	REGIONAL PARTNERS	INTERNATIONAL LINKAGES
SADC Gender Protocol		
Building a coalition of regional and national NGOs that promote gender equality	MOUs with 8 regional NGOs to lead theme clusters: MOU's with 15 national coalitions of gender NGOs e.g. BOCONGO in Botswana; the Women's Coalition in Zimbabwe; the Gender Coordinating Network in Malawi. The Alliance represents the gender sector in the SADC Congress of NGOs (SADC CNGO). The Alliance also enjoys a close working relationship with the SADC Gender Unit.	GL is a member of FEMNET, which convenes the Africa caucus at the annual meeting of the UN Commission on the Status of Women; GL convenes the Southern Africa caucus on behalf of the Alliance at CSW; produces hard copy and online newspapers and conducts cyber dialogues. GL has applied for ECOSOC observer status, and has observer status with the World Bank and IMF. CIVICUS is a key partner of the Alliance.
Media		
Direct approaches to media houses to join the Centres of Excellence for gender mainstreaming in media; building long term institutional relations with	Media houses working on gender policies in ten countries through the Centres of Excellence process. 63 MOUs have been signed with media houses that join the COE process though 109 media houses are part of the COE process MOU's with media studies departments of universities as part of the Gender and Media Diversity	International partners of the GMDC include the International Federation of Journalists based in Brussels; the International Media Women's Foundation (Washington); the World Association of Christian Communicators that conducts the Global Media Monitoring

PARTNERSHIP STRATEGY	REGIONAL PARTNERS	INTERNATIONAL LINKAGES
media regulators and training institutions.	Centre (GMDC) that "collects, connects and collaborates" in research, curriculum development	Project (Toronto); University of Gothenburg Media Studies Department; Network of Indian Media Women.
Governance		
Formalising links with local government associations and/or gender/local government ministries; approaches through these to over 100 COE municipalities	GL is working with 117 Councils within ten SADC countries. MOUs agreed and statements of commitment signed or in final stages in ten countries where GL is working. Some of these cover the ten municipalities in the country that have signed up as Centres of Excellence in Gender Mainstreaming (COE's); others have direct MOUs with GL.	International partners with whom GL regularly interacts on governance include the Inter Parliamentary Union (Geneva); International IDEAS (Stockholm); the DANIDA Women in Africa fund grantees; the DFID Governance and Transparency Fund (GTF) Grantees.
Justice		
Formalising links with gender and justice ministries for the GBV indicators project.	MOUs with Gender Ministries in Mauritius and Botswana and the Mauritius Research Council; sit on South Africa's National Domestic Violence Council	MOU with the UN ECA Africa Centre for Women; participated the UN DAW (now part of UN Women) Expert Group on National Action Plans to End GBV; member of the Secretary General's Africa UNIte campaign advisory group.

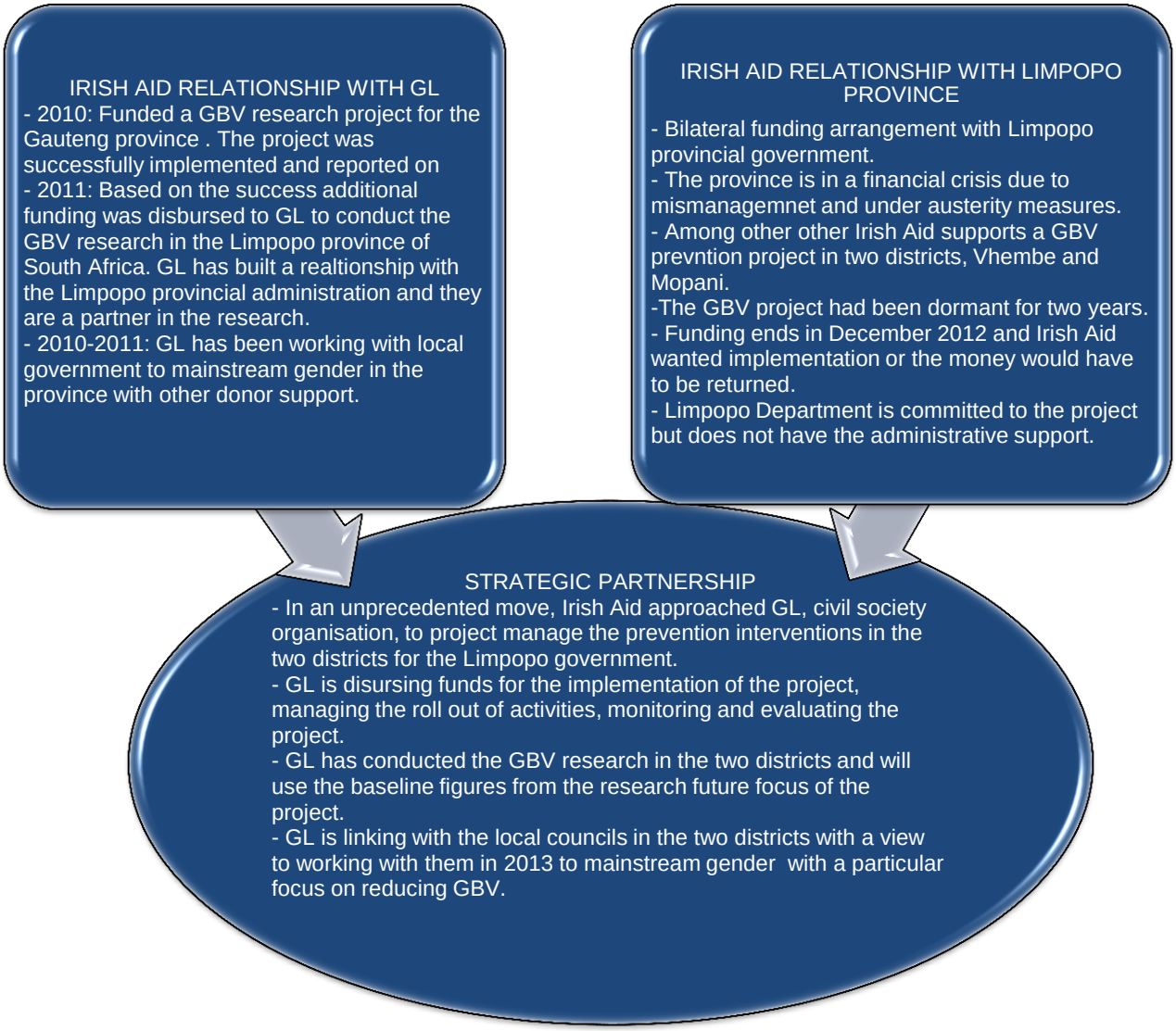
Below are some examples of partnerships that GL has entered into highlighted in the Independent Progress Report for GL's PPA report.

Partnerships with government: GL and the Women's Affairs Department had a mutually benefiting partnership in the GBV indicators study in Botswana. GL managed technical research components including analysis and drafting of the report (the software) while WAD managed all in-country processes including provision of resources (financial, human and administrative), logistics for training and fieldwork (including mobilization of research assistants) as well as for the launch of the GBV Indicators Study Report (the hardware). This model of partnership is unique and should be replicated with other countries in the region. GL is using the Botswana and Mauritius models to persuade other governments in the regional to conduct GBV indicators research, starting from local to national level so that these twin objectives can now be achieved.

The Women's Affairs Department (WAD) in the Ministry of Labour and Home Affairs has partnered with GL (GL) to conduct of a Gender Based Violence (GBV) Indicators Study. GL was responsible for the technical aspects of the study, including the development of data collection tools, training of fieldworkers, and data analysis and report production. The WAD provided resources and monitoring for the data collection component of the study. These included hiring of 93 field staff and deploying CTO drivers and vehicles. Furthermore, WAD worked closely with Statistics Botswana on research sampling. In a nutshell, WAD managed all in-country processes while GL provided and managed technical research components including analysis and drafting of the report. The partnership between WAD and GL in this research was of a mutually beneficial nature. Overall the project was a success. The project culminated in the launch of the Botswana GBV Indicators Study Report by the Minister of Labour and Home Affairs Honourable Edwin J. Batshu (WAD Botswana).

Provincial government, GL and Donor: Reflecting GL's growing confidence in managing complex partnerships, Irish AID approached GL to help manage the implementation of a GBV project in the Limpopo province of South Africa after the provincial government failed to deliver. Both the Limpopo Department of Health and Irish Aid expressed satisfaction at the efficiency and innovativeness of GL. This project also shows how GL has turned an unfortunate situation to its advantage, assisting to deliver the GBV prevention project but linking it to GL's COE and GBV indicators work in the province (see schematic diagram – Figure 13).

Figure 3: Irish Aid, GL and Limpopo Province Partnership



Below are some excerpts from interview transcripts with Irish Aid and the Department of Health in Limpopo.

> We saw an opportunity to form partnership with Irish Aid in 2008. Our contract with Irish Aid was for 2 years but we experienced some challenges in implementation due to internal systems and irregularities. The 2 years elapsed in 2010. We requested Irish Aid to extend the contract and it was extended to Dec 2012. We had problems and 5 departments where put under administration --- Everything was on hold until the administrator gave a go-ahead that things were sorted out. An agreement was reached between Irish Aid and the Department to engage NGOs to manage the project. Irish Aid identified GL to work with the project. We learnt a lot from the NGO processes. We know that you must work hard when working with NGOs. I must say we have seen light and we are seeing where we are going and thanks to Irish Aid. Our partnership with GL is wonderful. At the moment it is working very well. They are teaching us everything.

> Everyday we are learning. Our last wish -- if someone where to ask me what do you want written on your tombstone, it is to keep our relationship with GL alive. The other partner is dying a natural death so we have to keep the other one alive (Sibongile Ncongwane, Gender Manager, Department of Health Limpopo Province).
>
> To also mention that this relationship with GL is a milestone and a flagship type of modality in that government relationship with NGOs in this country is one way of close mutual, respectful, and beneficial relationship, which is very unusual. It should be captured as a major achievement. We have always wanted governments and NGOs to work together. It has always been a difficult relationship that has not worked but I see it working very well in this instance --- In terms of procurement government is a huge heavy machine and procurement takes very long. GL comes in and they cut that process by 90% in 2 months. The activities that were supposed to be implemented since 2010 were done in 2 months! To the extent that our sister HIV and AIDS program which seemed to be progressing faster than the gender program now looks stagnant. The expertise brought in by GL is great. Initially our focus was to get a conduit for the program resources. Then we also thought okay -- let us get someone with some knowledge on gender. In reality, the technical expertise GL has brought in has exceeded our expectations (Joy Summerton, Irish Aid Limpopo).

Partnerships with Alliance networks and SADC CNGO – GL developed partnerships with CSO country networks and regional clusters to coordinate the work of CSOs to hold governments accountable. The Alliance partnerships at the regional and national level are not binding. GL has signed Memoranda of Understanding (MOUs) and other types of formal agreements with its partners to obtain their commitment. The evaluator commented on the weakness of some country networks and need to strengthen them.

Partnership with the SADC Gender Unit: Of particular importance is the work through the SADC Gender Unit in the further roll out of aligning gender action plans to the SADC Gender Protocol and costing implementation. GL is of the view that working through institutions is more sustainable although this route may take more time. This approach will ensure buy-in from governments as well as learning between SADC countries, and peer pressure to be part of the process The success of GL programmes will be measured by government ownership of the key results like the GBV indicators research, costing and implementing gender action plans at the national and local government levels, and media houses embedding gender equality into their policies and practices. Working with institutions is sustainable in the long run because institutions outlive individuals.

Partnership with other regional and international organisations: The Eastern African Sub-regional Support Initiative (EASSI) sought the advice of the Southern African Gender Protocol Alliance in drafting a Protocol like the SADC Gender Protocol known as the Protocol on Gender Equality (2009). This aims to begin an engagement with the EAC to establish a Protocol, which speaks to gender related issues as they impinge on the woman and the girl child with the East African socio-political, economic, cultural and technological sphere. This goal is to be pursued also through the coalition known as the East African Declaration on Gender Equality (EAGE).

Other significant partnerships are with FEMNET, IAWIT, the Africa Union Citizen Centre for Participation (CCP) and Akina Mama wa Africa. The partnership with the SADC CNGO is maintained through Alliance. The excerpt below from interview with a senior employee of SADC CNGO explains this partnership:

> We recognise the alliance as a key and strategic partner in that we requested GL to help us mainstream gender in our different programs. So we have a program with governance, peace and security, poverty, economic integration. For example we have invited Alliance to sit on our poverty observatory committee and our civil society forum (Bob Muchabaiwa, SADC CNGO).

The work of GL with the local government councils is recognised globally. The UN Economic Commission for Africa (UNECA) African Women's Centre requested GL to document best practices on the CoE work as one of the 7 global best practices in a compendium of case studies on gender mainstreaming in local government.

GL sits on the UN Secretary General's UNite Campaign Africa advisory committee. GL and partner organisations are preparing for the Commission on the Status of Women (CSW) meeting in February 2012 that will focus on GBV. GL is in discussion with UNWOMEN and the gender ministries in the four countries that will have undertaken the research by then (Zimbabwe, South Africa, Mauritius and Botswana) on a panel discussion at this global event on measuring gender violence.

Partnership with institutions-local government associations, councils and media houses – GL has developed strong partnerships with the local government associations in SADC region to roll out the CoE process to local councils. There is a high level of political buy-in for the gender justice and local government work at the political level and through local associations. The GL country managers take councils through a 10-stage process to build their capacity to analyse and develop gender action plans for achieving the targets of the Protocol. Without the work of GL the councils would have not mainstreamed gender in their plans. Now they are conscious of impact of activities on women and men (Ialfine Papisy, GL Country Manager, Madagascar). A mayor of a local council further appreciated this viewpoint as illustrated below:

> "The council did not know the term gender mainstreaming before GL came. We were sitting in darkness. GL opened the eyes of the people that women can take up leadership positions in the community. There was no involvement of the council in gender based violence activities within the town at the time. Now we are knowledgeable about gender mainstreaming. We also accepted that women are partners and are equal before the law." (Kleofas Gaingob, Mayor, Outjo municipal council, Namibia).

GL is formalising partnerships with media development organisations and media training institutions through the Gender and Media Diversity Centre (www.gmdc.org.za) and MOUs signed with the media CoE's:

"GL is moving away from the ad hoc intervention to more formal interventions with MoU to show commitment. I think media houses valued highly their autonomy but hopefully

long relationships will change it. GL is looking for long relationships. It is not just for today and when the policy is done then we don't need you. This new shift will allow media houses to see how by adopting an engendered approach the quality of their reporting will be changed. I think this is a wonderful resource in terms of providing more substance to what comes out of newsrooms. This is why they like our students' work because you hear the viewpoints of a diversity of sources. They are often deadline-driven such that they give single source stories or speech-based reporting." (Emily Brown, Media Facilitator and GL resident board member, Namibia Polytechnic).

The ownership of the COE process expressed by Councils during the evaluation is another promising indicator of sustainability – for example the observations below by the Mayor of Lobatse

"GL is there to educate people and disseminate information on gender. The way they are doing now, they have trained us as leadership, meaning all councillors and the mayor. They also come and trained our staff on developing action plans and gender budgeting. What I have seen with GL is that they did a good thing by going through us in the council. People will always say gender is crosscutting but if you don't plan for it, if you don't budget for it, you will achieve anything. We used to have other organisations that talked to us about gender. I am not saying they didn't do anything. They did lay the foundation on which GL is working but they never took into considerations this thing of budgeting and planning…. My future plan is to see us as a council planning and including gender so that in the next generation gender should not be an agenda thing. People should know gender issues. The next generation shouldn't struggle like us." - *Caroline Lesang, Mayor of Lobatse, Botswana*

Geographical spread

Table 12: GL Partners at country level

COUNTRY	NATIONAL	LOCAL
Botswana	Women's Affairs Department (WAD), Ministry of Labour and Home Affairs	Botswana Association of Local Authorities (BALA)
Lesotho	Ministry of Gender	Ministry of Local Government
Madagascar	Ministry of Gender	Madagascar Association of Local Government
Mauritius	Ministry of Gender Equality, Child Development and Family Welfare	Ministry of Local Government
Mozambique	Ministry of Woman and Child Welfare	National Association of Municipalities of Mozambique – ANAMM
Namibia	Ministry of Gender Equality and Child Welfare	Association for Local Authorities in Namibia (ALAN); Namibian Association of Local Authority Officials (NALAO)
South Africa	Department of Women, Children and People with Disabilities	South African Local Government Association (SALGA)
Swaziland	Gender Coordination Unit, Ministry of Home Affairs	Swaziland Local Government Association (SWALGA)
Zambia	Gender in Development Division	Local Government Association of Zambia, LGAZ.
Zimbabwe	Zimbabwe Ministry of Women Affairs, Gender and Community Development	Zimbabwe Local Government Association (ZILGA); Association of Rural and District Councils (ARDC)

Geographically, 93 (89%) of the partners are located in Southern Africa with the largest number in South Africa (13). Botswana, Madagascar, and Tanzania have the second highest number at ten. Seychelles and Angola have the least number with one formal partner each. Gender Links is working to penetrate these countries. For example, in Seychelles talks are at an advanced stage with some media houses showing interest in joining the COE process. Ten of the partners are regional organisations. Two are Africa-wide and the other five are international organisations.

How GL solicits feedback from partners

An example of how partners influence programming at GL is the suggestion made at the GMDC advisory group meeting in February 2009 that GL conduct a Gender in Media Education Audit. to identify strategic entry points in media training that have long term, multiplier effects. This research, canvassed at the World Conference of Journalism Educators and then the GEM Summit has led to a new initiative,

supported by UNESCO, to mainstream gender in media education through a Community of Practise that involves peer learning and support among media trainers. Similarly, during the Gender Justice and Local Government Summit in March 2010, local government authorities worked with GL to conceptualise the Centres of Excellence in Gender Mainstreaming in now being implemented in 100 councils across the region.

Table 13: How feedback is gathered from partners and beneficiaries

How feedback is gathered	Example	Web link
Workshop evaluations	Makhoarane Community Council Women in Politics workshop, Lesotho	http://forms.genderlinks.org.za/view_entry.php?form_id=111&id=568
Comments on website	*It is unbelievable that in 2012 there are women that still believe that they are born to be the subordinate of men.in my country both are equal,(gender) same level of education. There are professional women. Life has to change.* Marie, 29 May 12	http://www.genderlinks.org.za/article/dans-les-provinces-recules-de-la-rdc-les-fillettes-sont-exposes-au-mariage-prcoce-2012-05-28
Partner evaluation form	*The Voice* newspaper, Botswana	http://www.genderlinks.org.za/page/media-partnerships
Comments in the annual report	The evolution of Ms Mpho Gift Matima, independent consultant, South Africa	
Beneficiary analysis – GL@TEN	Fred Katerere, journalist, Mozambique	http://www.genderlinks.org.za/article/fred-katerere-2011-03-04
Women in politics making a difference	Satyam Chumun, local councillor, Mauritius	http://www.genderlinks.org.za/article/satyam-chummun-2012-04-22
Changing Lives	See examples below	http://www.genderlinks.org.za/page/changing-lives

Feedback on programme work is collected from beneficiaries in a range of ways, the most common being through workshop and events evaluations, the comments section of the GL website and a testimonial recording system. This information is analysed in monthly reports tabled at management meetings. In the lead up to GL's tenth anniversary in March 2011 and as part of its monitoring and evaluation strategy GL is currently conducting a detailed beneficiary analysis of approximately 300 beneficiaries selected in different categories from the 28,000 people who have participated in GL advocacy, research and training over the ten years.

GL creates reference groups for all its research and holds partner consultative meetings to engage with findings before the final product is published. For example, before publishing the Gender and Media Progress Study at the GEM Summit in October 2010 GL conducted workshops of editors, journalists, media analysis and gender activists in all fifteen SADC countries to reflect on the findings of this study that involved analysis of

33,000 news items. All GL publications contain a publications feedback form, also available online.

GL routinely publishes project information on its website, and announces these through a list serve of all partners and beneficiaries that is updated weekly. New publications, events and press releases are highlighted under the What's New section on the front page of the GL website. Evidence of GL's work in the areas of research, advocacy, training and policy development can be found in over 100 publications (books, research reports, training manuals, conference newspapers, e-newsletter, DVD's and radio programmes).

Why partner with GL?

In March 2011 GL sent out an online questionnaire to its partners, and received 38 responses. Some of the reasons cited in response to the question "why partner with GL" included:

- Common vision - *Having the same objectives for the empowerment of women and promoting gender equality, we have always believed in sharing resources and capacity building – Ameenah Soferan, MWO-GEMSA – Alliance focal point*
- To ensure sustainability of programmes that would otherwise be phasing out.
- Knowledge creation and sharing – "Thanks for your newsletter. I love your work Gender Links" - *Ruth Oladusi, commenting on the Alliance enewsletter,*
- "We carried out sensitisation on climate change and sustainable development at local government in partnership with Gender Links. In my personal capacity, chaired a panel, chairperson of jury panel on Climate Change for the Mauritius Mini-summit." – *Mauritius.*
- "For networking purposes, learn from one another; create employment opportunities; get ideas on how we can improve our own lives and learn how to work with government institutions." – *South African now based in Australia*
- Joint programmes with Gender Links – media literacy, gender mainstreaming in local government, the SADC Gender Protocol Campaign (see for example the accompanying quote from the head of the Gender Unit).

"I wish to confirm SADC's interest in working with Gender Links in advancing the Gender Mainstreaming Project to other Member States… As indicated SADC seeks to standardise the approach as much as possible in line with the Namibia and Seychelles. "**Magdeline Madibela, Head – SADC Gender Unit.**

Partner's ratings and areas for improvement

The partner questionnaire asked partners to score GL on a scale of one to ten on key partner issues. The table reflects the average score for each question, with an overall average score of 83%. Respondents rated GL highly on sharing of resources; awareness raising; GL as a positive partner and powerful organisation. The area that stands out as lower than the others is joint implementation. Partners identified some key areas that Gender Links could improve:

Area	Score out of 10
Consultation	8
Administration and coordination	8
Relationship management	8
Sharing of resources	9
Awareness raising	9
Joint implementation	7
Monitoring and evaluation	8
Mutually beneficial nature of partnership	8
How powerful is GL in the work you do together?	9
How positive is GLin relation to the work you do together?	9
TOTAL/100	**83**

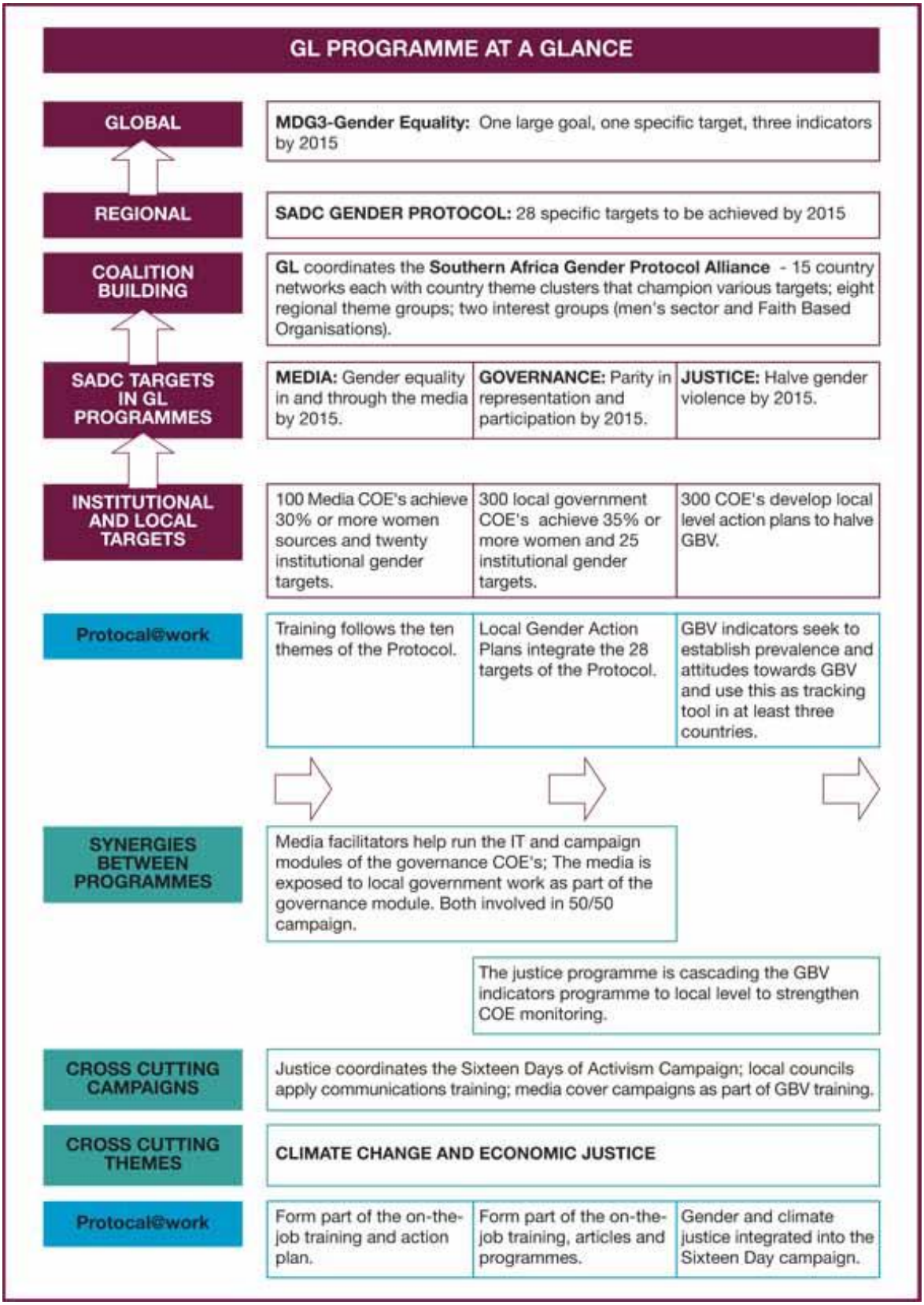
- The partnership could be further strengthened through joint implementation and also having regular and formalised channels of communication. These communication channels could also facilitate feedback between Women's Affairs Department and GL - *Botswana*
- Translation of documents into French for the benefit of Francophone countries. –*Madagascar.*
- Regular communication and improved coordination – *Tanzania*
- More prior consultations for projects as especially at planning level - *Mauritius*
- Agree on mutual benefits from the beginning –*Kenya and Uganda.*
- More can be done in capacity building for non-gender organisations such as CIVICUS – *South Africa*
- Gender Links should be aware and consider country differences when drawing budgets, contracts and other plans and this should be reflected in all projects – Gladness Munuo –*Tanzania*

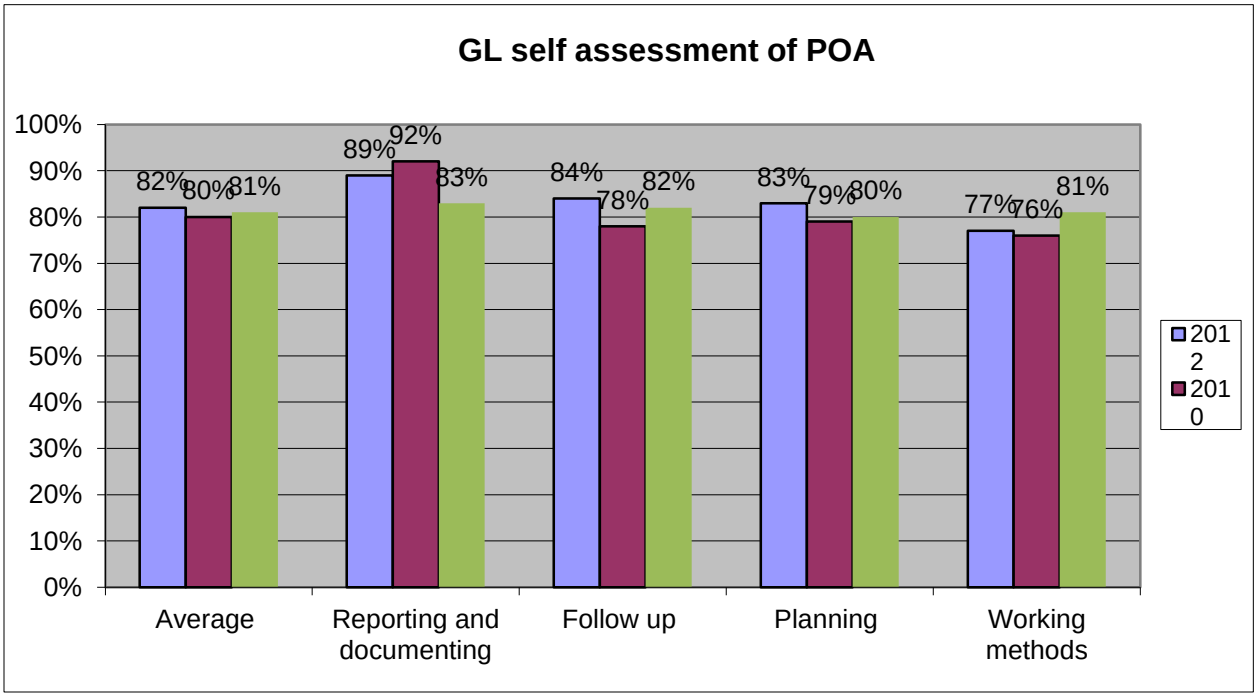
Key focus 2012-2015

- Servicing the networking arrangements that assist in managing partnerships and developing greater synergies such as the Alliance; GEMSA and the MAP partners.
- Deepening relations with key strategic partners, e.g. the local government associations.
- Developing new partnerships, especially within the GBV sector around indicators.
- Managing relations with government partners through the SADC Gender Protocol work and the National Action Plans to end Gender Violence. GL has to ensure that it maintains enough distance to engage critically while developing the cordial relations essential to take this work forward.

PROGRAMME OF ACTION

"Gender Link's work through the media is contributing to improving women's agency and voice in confronting the socio-economic barriers. Interventions through local governments are contributing to improved representation of women and delivery of services. The Alliance programme is enabling citizens and CSOs to hold governments to account. The most noticeable interventions by CSOs have been in the area of constitutional and legal rights and campaign for 50:50 representations of women in government. GL's interventions are sustainable and innovative in ways of working, tools, and models and are replicable. The work of GL with Alliance, justice, local government and the media are being replicated in other regions of Africa. A key strength of GL is the willingness to take risks to innovate new approaches. New learning from the interventions are also taken up to improve programming. The Gender Justice and Local Government summit is the most effective way of sharing innovations and learning from programmes from the region." – DFID PPA Independent Progress Review 2012.


GL PROGRAMME AT A GLANCE
GLOBAL
MDG3-Gender Equality: One large goal, one specific target, three indicators by 2015
REGIONAL
SADC GENDER PROTOCOL: 28 specific targets to be achieved by 2015
COALITION BUILDING
GL coordinates the Southern Africa Gender Protocol Alliance - 15 country networks each with country theme clusters that champion various targets; eight regional theme groups; two interest groups (men's sector and Faith Based Organisations).
SADC TARGETS IN GL PROGRAMMES
MEDIA: Gender equality in and through the media by 2015.
GOVERNANCE: Parity in representation and participation by 2015.
JUSTICE: Halve gender violence by 2015.
INSTITUTIONAL AND LOCAL TARGETS
100 Media COE's achieve 30% or more women sources and twenty institutional gender targets.
300 local government COE's achieve 35% or more women and 25 institutional gender targets.
300 COE's develop local level action plans to halve GBV.
Protocal@work
Training follows the ten themes of the Protocol.
Local Gender Action Plans integrate the 28 targets of the Protocol.
GBV indicators seek to establish prevalence and attitudes towards GBV and use this as tracking tool in at least three countries.
SYNERGIES BETWEEN PROGRAMMES
Media facilitators help run the IT and campaign modules of the governance COE's; The media is exposed to local government work as part of the governance module. Both involved in 50/50 campaign.
The justice programme is cascading the GBV indicators programme to local level to strengthen COE monitoring.
CROSS CUTTING CAMPAIGNS
Justice coordinates the Sixteen Days of Activism Campaign; local councils apply communications training; media cover campaigns as part of GBV training.
CROSS CUTTING THEMES
CLIMATE CHANGE AND ECONOMIC JUSTICE
Protocal@work
Form part of the on-the-job training and action plan.
Form part of the on-the-job training, articles and programmes.
Gender and climate justice integrated into the Sixteen Day campaign.



The graph shows that over the years, GL has consistently rated its Programme of Action highly, with reporting and documenting scoring highest, followed by planning and working methods. Detailed criteria can be found at *Annex A.*

PROGRAMME AREAS

GL has four programme areas with 12 projects over the five years. All these projects and programmes are closely linked. For convenience they are divided into the following four areas of work:

Programmes	**Cross cutting**
SADC Gender Protocol	Gender and climate justice
Gender and governance	Economic justice
Gender justice	
Gender and the Media	
Gender and Media Diversity Centre	

Background

In March 2011, as GL celebrated its tenth anniversary, the organisation acknowledged the phenomenal growth it is experiencing and the needs to stay focused on what it is good at, go for depth it its work, and manage the growth so that the institution, its people and its work are in synergy. This led to a fundamental shift in where and how GL works. While the macro level policy and lobbying work remains a priority, programme work will focus primarily at micro level. GL now has a strong presence on the ground through its 108 Centres of Excellence (COE's) for Gender in the Media and 151 COE's in local government. The ten-stage COE process commits the institution and GL to a long-term partnership to achieve gender equality within the institution, its products, and services and to advance gender equality in the communities they serve. GL also realised that it needs to include economic development and climate change more prominently in its programmes as major drivers of gender inequality.

GL can now claim to have links from global through to local level:

- **Globally** the GL POA supports the attainment of MDG three – gender equality.
- The SADC Gender Protocol with its 28 targets to be achieved by 2015 provides a **regional** roadmap for achieving this.
- At **national** level GL and Alliance members are working with governments to align their National Action Plans to the targets of the SADC Gender Protocol and cost implementation – an exercise in gender responsive budgeting. This expands the work on National Action Plans to End Gender Violence to all areas of gender work.
- At **local** level GL is popularising and localising the SADC Protocol through 100 Centres of Excellence for Gender Mainstreaming in the Media and 300 Centres of Excellence for Gender in Local Government.

Table 14: Ensuring sustainability in GL Programme work

PROGRAMME	HOW SUSTAINABILITY IS ASSURED
Southern African Gender Protocol Alliance	This is a "network of networks" in which GL plays a coordinating role. With a slim budget, GL has been able to achieve major multiplier effects by signing MOU's with 15 country coordinating networks; six theme cluster leaders and two interest groups, who champion the 28 targets of the Protocol at national and regional level. GL's coordination role includes producing the annual Barometer, that all partners feed into, as well as IEC materials that get translated into indigenous languages and radio spots throughout the 15 countries. GL is also now working with governments to align their gender policies and action plans to the Protocol, and to cost its implementation. This is another important example of GL playing a catalytic role, that helps to ensure long term sustainability.
Media	After conducting the Glass Ceiling in newsroom research (with part funding from the MDG) as well as the Gender and Media Progress Study (GMPS) GL is working with 100 Media Centres of Excellence to develop gender policies. GL effectively provides the "software" in the form of materials, guides and facilitators, while media houses provide venues, staff and outputs that demonstrate the value of gender aware reportage. By signing an MOU to become a centre of excellence, the media commits publicly to an ongoing process of monitoring and evaluation that is owned an run internally, using

PROGRAMME	HOW SUSTAINABILITY IS ASSURED
	self monitoring tools provided by GL. This approach builds sustainability into the process.
Justice	GL has been working with governments to develop National Action Plans to End Gender Violence, and to strengthen these through indicators for measuring the extent, effect and response to GBV. This is best achieved through conducting prevalence surveys, that are well beyond the scope of a small NGO. GL has however developed a successful pilot partnership with the Government of Botswana in which GL is providing the "software" – methodology, equipment and data analysis expertise" – while the government of Botswana provides the "hardware" – offices, staff, and logistics to conduct the surveys. This is a model that GL hopes to be able to replicate across the region.
Governance	After conducting research and gathering evidence on gender at the local level, GL conducted district level workshops to develop gender action plans. Bringing this together with the justice work, and with funding from the MDG 3 Fund, GL sought to localise National Action Plans to End Gender Violence by working with local councils to develop flagship projects for ending gender violence. This has evolved into the Centres of Excellence for Mainstreaming Gender in Local Government initiative. As in the case of media, GL is working with 100 councils (soon to be expanded to 300) and these have signed MOU with GL regarding how the process is taken forward. Furthermore, at the second Gender Justice and Local Government Summit, GL held a strategic meeting with local government associations on cascading the COEs across the nearly 2000 councils in the region through training association staff; peer trainers and identification of gender champions in each council.

Key thrusts to 2015

SADC Gender Protocol

Objectives

To move the SADC Gender Protocol campaign into implementation mode with targets integrated into government gender and other relevant policies; planning and budgets.

Activities

Through the successful partnership forged between UN Women, the SADC Gender Unit and the Southern Africa Gender Protocol Alliance GL will conduct in-country consultative workshops in each country that seek to:

- Identify gaps and priorities in each country informed by the national Barometer.
- Align the existing gender policy/action plans, through to each sector, with the SADC Gender Protocol.
- Develop and cost action plans.
- Strengthen collaboration between national gender networks

Outputs

- 13[5] countries align policies and action plans with SGP targets
- 13 countries develop costed implementation plans for SGP targets.

Outcome

Strengthened capacity of citizens, especially women, to demand that governments and the media in the SADC region implement concrete measures to achieve gender equality.

Impact

Governments in Southern Africa demonstrate commitment to achieving MDG 3 through implementation of the 28 targets of the SADC Protocol on Gender and Development

Gender and local government

Objectives

To give effect to the SADC Gender Protocol at the local level through Centres of Excellence (COE's) that are cascaded three fold and include flagship programmes on gender justice, economic empowerment and climate change.

Activities

- Local government association partners agree to add gender and local economic development/ climate change; support the cascading of COEs through training of trainers and peer education programme
- For the 100 COE's in progress: two new steps added to the six-stage process: economic empowerment; gender and climate change.
- 200 more eight-step COEs introduced over the period.
- Local level Monitoring and Evaluation tools used to measure change.
- Good practices gathered and shared at the annual Gender and Local Government Summit.

Outputs

- 300 COEs with eight rather than six phases to incorporate economic empowerment and climate change.
- At least 500 well documented case studies archived in multi media formats in a data base on the GL website.

Outcome

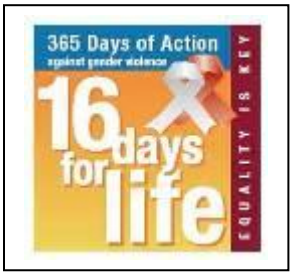
Gender mainstreamed in 400 local councils, with flagship programmes on gender violence, HIV and AIDS, care work, economic justice and climate change.

Impact

[5] Two countries, Botswana and Mauritius, have not yet signed the Protocol and are unlikely to do so as they claim that certain provisions conflict with their Constitutions. While GL continues to work with both, a different strategy may be required for alignment to Protocol targets. This is being investigated by our satellite offices in both countries.

The political and economic provisions of the SADC Gender Protocol are enhanced at the local level.

Gender justice



Objectives

To strengthen 365 Day National Action plans to end gender violence through the adoption of a comprehensive set of indicators for measuring progress towards the SADC Gender Protocol target of halving GBV by 2015.

Activities

- Complete research and reports in South Africa; Botswana and Mauritius; develop multi-media products and run advocacy campaigns based on the findings and use these to strengthen National Action Plans to End Gender Violence.
- Use Botswana model (government making a substantial in-kind contribution to the research with GL providing training and methodology) to serve as a model for other SADC countries, and encourage other governments to take up the indicators project. First hand accounts will empower survivors and enrich knowledge of healing through writing.

Outputs

At least three countries undertake the surveys; results widely publicised and used to improve National Action Plans.

Outcome

Governments in the region recognise the importance of multi-faceted tools for measuring gender violence especially conducting routine prevalence surveys and use this to fine tune strategies for ending gender violence.

Impact

Substantial progress is made towards realising the SADC Gender Protocol target of halving gender violence by 2015.

Gender and media

Objectives

To ensure that media in the SADC region take up the SADC gender protocol target of gender parity in and through the media through Centres of Excellence (COEs) that adopt and implement gender policies; generate and disseminate gender content on topical issues including gender and climate change.

Activities

- Additional stages designed to augment the policy process that that include newsroom training and backstopping on key SADC Gender Protocol targets including gender, economy and climate change reporting.
- GL Opinion and Commentary Anglophone and Francophone commentary services strengthened; a Lusophone service started. Training and dynamic exchanges take place through the service, including to campus newspapers.
- Media houses submit best practices to the Gender and Media Summit that takes place every two years.
- Media houses make use of a self monitoring tool for determining increase in women as sources and other key gender and media measures.

Outputs

- 100 media houses adopt and implement gender policies that result in at least 30% women sources in these media houses in follow up monitoring.
- 600 articles and programmes in French, English and Portuguese (cumulative)used an average of x 4.5 times.
- 60 articles/programmes (cumulative) on gender and climate change.

Outcome

Media houses lead by example in showing that newsrooms can be transformed from a gender perspective.

Impact

Significant progress is made towards the attainment of the SADC Gender Protocol target of woman's equal participation in all areas and at all levels in the media; giving equal voice to women and men in media content and sensitive coverage of topics such as gender violence, HIV and AIDS.

Cross cutting initiatives

Strategic funding through the DFID PPA Fund has facilitated greater synergy between programmes. The governance and media COE's (260 institutions) are working closely together in overlapping modules on gender and governance, while the justice and governance programmes collaborate on GBV and attitude indicators at the local level

The Southern Africa Gender Protocol Alliance provides an overarching framework for all programmes. This "spider web" as opposed to "silo" approach to programming has led to the idea that we merge the Gender and Media and Gender and Local Government Summits into one annual Gender Justice Summit with considerable cost savings. This more integrated approach to programming has also resulted in two important cross-cutting initiatives:

Gender and climate justice

The Intergovernmental Panel on Climate Change (IPCC) working group predict that Africa's warming trend will be 1.5 times more than the global trend and that Southern Africa will be about 3-4 degrees warmer by the close of the century.

Already, Southern Africa has been experiencing a warming trend over the past few decades. it is now widely accepted that the sub-region's climate will be hotter and drier in the future than it is now. Droughts are expected to increase in frequency and intensity, with especially devastating consequences for the rural poor.

Sectors most likely to be affected are water, agriculture, forestry, bio diversity and ecosystems, human health, urban environment and rural livelihoods. A growing body of literature on the gendered impact of these changes is summarised in the table below:

Table 15: Gender dimensions of climate change

AREA	GENDER DIMENSION
Food security	Productivity in Southern Africa is expected to drop by 20-50% in extreme El Nino years. Women are the main producers of staple crops, accounting for up to 90% of the rural poor's intake.
Water	Climate change is likely to exacerbate water shortages. Women are largely responsible for water management in communities and in the home. Shortages will result in greater time spent fetching water, exacerbate disease, and divert women from other economic pursuits.
Division of labour	Crop and livestock production changes could affect the gendered division of labour and have negative effects on incomes of women and men.
School drop out	Increased household chores may lead to larger numbers of girls dropping out of school.
Land	Women's already tenuous rights to land could be eroded further.
Transport	Men generally have a much higher carbon footprint than women as women use more public transport and walk on foot.
Health	Women are the most affected by ill health in communities as they bear the brunt of caring for the sick. Climate variability can fuel nutrition-related diseases and epidemics like malaria; increase the spread of vector and water borne diseases, reduce drinking water availability as well as increase cases of heat stress and respiratory illness.
Stress	Stress levels and related diseases may increase for both women and men. Because of expectations around providing for the family, men experience and express stress in different, often more devastating ways than women.
Migration	Resource shortages may increase male migration and increase the burden of work and family care on women.
Gender violence	Adolescent girls report high levels of sexual harassment and abuse in the aftermath of disasters associated with families living together in open spaces, lack of privacy for dressing and bathing etc. Scarce resources exacerbate conflict and there is often a gender dimension to this.
Mortality	A study of disasters in 141 countries has shown that women and children are 14 times more likely to die than men (Neumayer and Pluemper, 2007).
Decision-making	Most key decision-making institutions relating to climate change have a male dominated hierarchy.

On the other hand, many examples point to the key role that women have to play in climate change solutions. For example, Kenya's Greenbelt Movement, founded by Nobel Peace Laureate Wangari Maathai has planted 20 million trees in East Africa. In line with

the inter-sector provisions of the SADC Protocol on Gender and Development, climate change presents a number of opportunities for enhancing gender equality including:

- Promoting cleaner burning fuel for household use that will reduce air pollution and cut annual cooking costs for women by 25%.
- Ensuring women and men's equal participation in into decision-making around climate change.
- Strengthening gender mainstreaming at all levels, especially local government, to ensure that women and men's specific needs are addressed.

<table>
<tr><th colspan="2">INTERNAL – GOING GREEN POLICY</th><th colspan="2">PROGRAMMES:
GENDER AND CLIMATE JUSTICE CAMPAIGN</th></tr>
<tr><td colspan="2">
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</td></tr>
<tr><td colspan="2">Organisational Policy</td><td>Alliance</td><td>Spear heads the SADC Gender and Climate Change Addendum initiative</td></tr>
<tr><td colspan="2">Paperless office; Recycling</td><td>Governance</td><td rowspan="2">Integrated into CEO gender training and action plans</td></tr>
<tr><td colspan="2">More road transport</td><td>Media</td></tr>
<tr><td colspan="2">Planting of trees by Board Members</td><td>Justice</td><td>Integrated into Sixteen Days of Activism campaigns</td></tr>
<tr><th colspan="4">GENDER LINKS @ COP 17 AND THE SIXTEEN DAYS OF ACTIVISM</th></tr>
<tr><td colspan="4">The Sixteen Days of Activism coincided with COP 17 in Durban in November/December 2011. GL drew up a concept paper linking gender and climate justice; used this to inform campaigns run by the local government and media COEs - http://www.genderlinks.org.za/page/16-days-of-activism-2011- and ran a daily E newsletter and cyber dialogues at COP 17.</td></tr>
<tr><th colspan="4">GOING GREEN @ THE GENDER JUSTICE AND LOCAL GOVERNMENT SUMMIT</th></tr>
<tr><td colspan="2">Documents provided on CD ROM</td><td colspan="2">Plenary session on Gender, Climate Change and Local Government in six national and one country summit</td></tr>
<tr><td colspan="2">Walk the Green Talk; "My dream for 2015" Box</td><td colspan="2">Award entries and seven awards on Gender and Climate Change</td></tr>
<tr><td colspan="4">IT EXTRAVAGANZA: First time E mail addresses; basic search tools; on-line newsletter; gender and climate change petition; evaluation; contacts. On line cyber</td></tr>
</table>

The graphic shows how GL has sought integrate climate justice into its way of working through an internal policy as well as in in its programme work. The 17th Conference of the Parties (COP17) to the United Nations Framework Convention on Climate Change (UNFCCC) and the Sixteen Days of Activism campaigns overlapped from 28 November 2011 to the 10 December 2011. GL and the African Woman and Child Feature Service (AWCFS) embarked on a joint project to raise awareness on the links between gender and climate change.

This project complemented the Centres of Excellence for Gender in the Media and local government project. Two councils in ten countries worked with GL country managers to plan and implement a Sixteen Days campaign. The planning included the community members and survivors of gender violence. The survivors documented their experiences of gender violence through writing first-hand accounts or "I" stories.

The events at COP 17 and in communities provided a springboard for a civil society campaign for an Addendum to the Southern African Development Community (SADC) Protocol on Gender and Development on Gender, Climate Change, and Sustainable Development. Activists argue that whilst climate change can be read into the existing articles in the SADC Gender Protocol, it is far too important to be left to chance. This project therefore provided an important building block for further lobbying and advocacy.

GL took this campaign to greater heights at the Gender Justice and Local Government Summit, which garnered several more signatures for the campaign. The summit featured a plenary debate, parallel session and awards on gender and climate change. GL and partners also sought to "walk the green talk" through minimising paper and other waste at the summit.

Institutional systems for assessing climate change

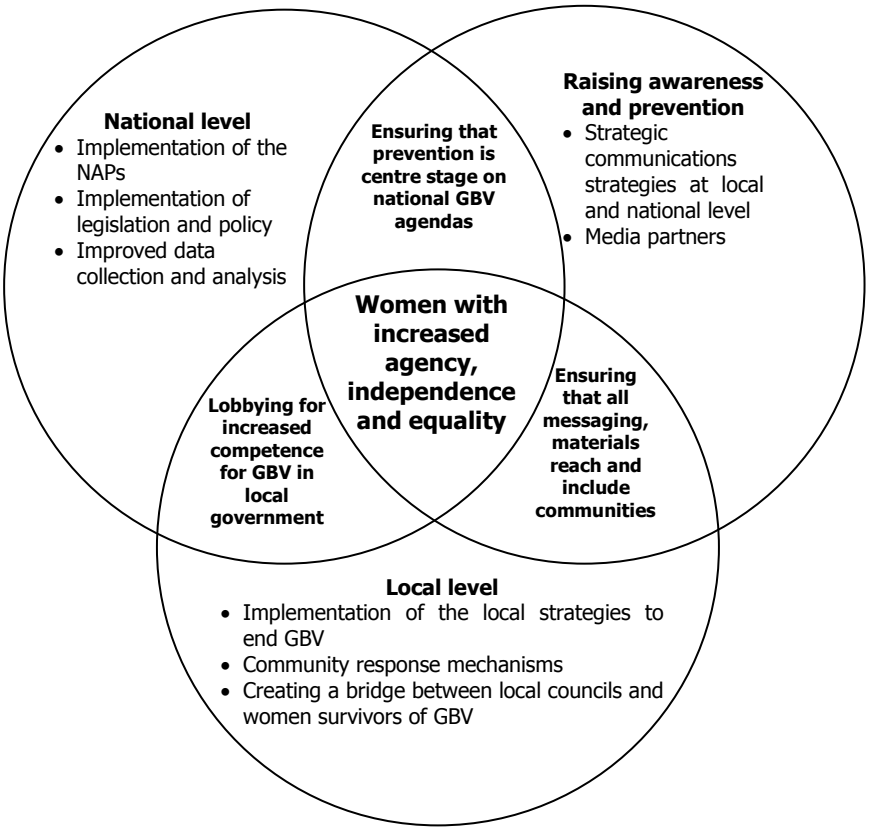
There are several ways that GL will assess and actively incorporate climate change into its areas of work as follows:

Table 16: Integrating climate change into GL work

AREA OF WORK	HOW CLIMATE CHANGE WILL BE ASSESSED AND INCORPORATED INTO GL's AREAS OF WORK
SADC GENDER PROTOCOL	• The annual SADC Gender Protocol Barometer will carry a section on climate change in Southern Africa and its gendered impact. • The Protocol@work series in the monthly newsletter and annual Barometer will carry examples of ways that the region is countering and coping with climate change through a gender lens.
GENDER AND MEDIA	• GL will incorporate gender and climate change in newsroom training linked to the development and backstopping of gender policies in 100 newsrooms. • At least 50 of the 300 articles generated each year by the Opinion and Commentary Service will be on sustainable development, tracking progress, proposing solutions and raising awareness of what can be done at individual and community level. • The Gender and Media Awards that take place every two years will include a category on gender and climate change to promote in-depth reporting in this area. • Building on a wide body of experience in producing daily conference newspapers at international conferences from a gender perspective, GL and partners will seek to provide such a service at the upcoming Rio Plus 20 conference in 2012.
GENDER JUSTICE AND ECONOMIC EMPOWERMENT	• As part of the gender violence indicators project GL will assess and measure the impact of environmental factors in exacerbating GBV as well as devising appropriate responses.
GENDER AND GOVERNANCE	• GL will incorporate a module on gender and climate change in the next phase of its Centres of Excellence for Gender Mainstreaming at the local level that will see this project extended to 400 councils across the region under PPA. • Examples of what local councils are doing to promote sustainable development, counter and manage climate change will be documented and shared at the annual Gender Justice and Local Government Summit.

Gender and economic justice

Despite the many democratic advances in a region historically wracked by the violence of white minority rule and various civil wars, gender violence remains one of the most flagrant violations of human rights and impediments to equality between women and men in Southern Africa. The SADC Protocol on Gender and Development adopted by SADC Heads of State in August 2008, following a civil society campaign spearheaded by GL and partners, sets a target for the SADC region to halve GBV by 2015. It also aims to achieve gender parity in all areas of decision-making by 2015; includes 16 targets relating to gender and economic empowerment; and strives to ensure equal voice for women in and through the media.



Women's political empowerment is an important, but insufficient, step in closing gender gaps in society. Since the advent of democracy in Southern Africa, rapid strides have been made in advancing women's political participation but this is still not matched in the economic arena, where women remain the majority of the poor, the dispossessed, the unemployed, and those who lack access to land and housing. High levels of gender violence, HIV and AIDS threaten to roll back fragile gains and add to the unwaged work of women. Women's inferior economic status is both a cause and effect of these inequalities, as women who have greater economic agency also exercise greater choice and control over their lives. They also have greater access to the law, the courts, and redress. Women constitute 24% of all councillors in Southern Africa: a formidable force for change at the local level. The major challenge facing the country is how to progress from women's political representation, to gender responsive governance, or from "jobs for the girls" to gender equality for the region.

Articles 20 to 25 The SADC Protocol on Gender and Development require organisations, communities and state entities to adopt strategies and targets to address the high levels of GBV in the Southern African region with a target of halving GBV by 2015. One of the provisions is to develop comprehensive multi-sectoral national action plans in all SADC countries. GL has worked with governments, civil society and other stakeholders to develop NAPs in ten countries.

Over the last decade, GL has worked with government and civil society partners in popularising the Sixteen Days of Activism to End Gender Violence that is now a formidable and well recognised regional campaign. GL has, in this process, developed a unique on-the-job strategic communications training programme for civil society partners as well as training for journalists in covering gender violence. The campaigns led to demands for more sustained programmatic interventions. In line with the UN Secretary General's call for all nations to develop multi-sector, multi-stakeholder action plans for ending gender violence, GL has – with the support of the UN Trust Fund - worked with nine governments in the region to develop 365 Day National Action Plans to End Gender Violence.

The major challenge in all countries is that plans that have been developed have remained national policy documents without filtering to other levels, particularly communities. Until the piloting of the GBV indicators project, these plans also lacked effective ways of establishing baseline data and tracking progress. And the plans have tended to place a heavy emphasis on response and support, rather than prevention. Such strategies also tend to view women as hopeless victims, rather than survivors who have agency, hopes and aspirations.

Such plans and the challenges of measuring gender violence in all its guises – physical, sexual, emotional, verbal and economic - prompted calls for a comprehensive package of indicators to establish baselines and track progress in reducing and eventually ending GBV. Over the last two years, GL has successfully piloted a comprehensive set of indicators for measuring gender violence in the most populous Gauteng province of South Africa that involves a prevalence survey, better use of administrative data, media and discourse analysis, and qualitative tools. This survey found that half the women in the province have experienced gender violence of one kind or the other over their lifetime, and 18% within the last year. It also showed that the most widespread form of GBV – emotional abuse – is the least likely to be recorded or addressed. This study is being replicated in several provinces of South Africa; as well as Mauritius and Botswana.

GL is using the results from the three countries to lobby other Southern African governments to replicate the GBV Indicators study at national level. At a national level, GL will work with governments, civil society organisations and other stakeholders to strengthen national action plans using the findings of the indicators research at national and local level to review and strengthen NAPS as well as cost and budget these.

Support is being given at individual council level through the Centres of Excellence initiative that involves bringing together research, policy and practice in a unique on-the-job capacity building project that is continuously monitored for its impact. Best practices have been gathered and shared for the last three years at the annual Gender Justice and Local Government Summit. GL is also working with 100 media Centres of Excellence in ten Southern African countries to develop and implement gender policies through more gender aware coverage. In 2013, the media and governance summits will come together in several country and one mega regional summit: *2015: Yes we must! The SADC Gender Protocol@Work.*

GL's work at the local level has highlighted the need for progress on reducing the levels of GBV to be measured at community level, and link to Local Economic Development initiatives.

At the time of writing (August 2012), GL is working with 150 local councils in Botswana; Lesotho; Mauritius; Madagascar; Mozambique; Namibia; South Africa; Swaziland; Zambia and Zimbabwe by December 2011 to develop local action plans to end gender based violence (GBV).

The Centres of Excellence (COE) for Gender in Local Government project seeks to strengthen women's effective participation in decision-making at the local level through mainstreaming gender in local councils; monitoring and evaluating progress, and sharing good practise on the difference this makes to every day lives. The COE concept is a follow up to GL's research study - At the Coalface: Gender and Governance in Southern Africa. This showed that despite the lip service paid to decentralization in gender and governance discourse, gender mainstreaming is weak at the local level.

The local government COE's create a link between national policy initiatives and the practical implementation of strategies to address GBV in communities. This challenges the prevailing assumption that GBV is not a local level competence. Many of the conditions that cause women to be unsafe such as poor lighting, lack of security in public spaces, naming streets, lack of basic services - water, electricity and sanitation- are controlled by local government. The local government COE process also arose from the realisation that the only way to empower the most marginalised women is to work through local government. GL has learned that the only way to ensure gender responsive governance, especially to the economic needs of women, is to work council by council. The ingenuity of the COE model is that as work takes place at the local level, it is linked through to the region through the SADC Gender Protocol that sets targets and timeframes for 2015: also the target date for MDG three – gender equality.

LED in Action - Witzenberg Case Study

Witzenberg in the Western Cape is a farming region with seasonal work opportunities. The situation analysis or gender audit conducted as part of the COE process showed that during the low seasonal work periods women suffer most from unemployment. The development of the LED strategy within the Council ensured a focus on creating economic opportunities for women, through the Integrated Development Plan. This identified women as the main beneficiaries of small and emerging businesses within the region. The council developed a database of unemployed women identified as beneficiaries' of job opportunities through the Extended Public Works Programme (EPWP), which allowed women to be part of income generating projects. The Small Medium, Micro Enterprise Training (SMME) also ensured that small emerging businesses led by women were trained through the Community Works Programme (CWP) to gain skills on how to operate and manage emerging business, whilst also creating employment opportunities.

GL has integrated all the 28 targets of the Protocol into the gender action planning frameworks of the COE's. This has considerably strengthened the Local Economic Development sections of the plan, since the SADC Gender Protocol has sixteen economic targets that relate to equal access to economic decision-making as well as productive resources (including land and finance). The SADC Gender Protocol also has strong provisions on care work and the recognition of the unwaged work of women. As the Southern African Gender Protocol Alliance has adopted a campaign for an addendum to the Protocol on Gender and Climate Change[6] GL has integrated this important new area into the COE work.

Another way in which GL has strengthened the COE model is through the GBV indicators research completed in Botswana and Mauritius as well as the South African provinces of Gauteng and Western Cape, and underway in Limpopo. As this research is rolled out to other countries in the region (for example Zimbabwe in 2012/2013) sample sizes will be increased to provide local, provincial as well as national level data to strengthen planning, targeting, monitoring and evaluation of the campaign to end gender violence.

Over the last six years, GL has worked with women survivors of violence to document their personal accounts of GBV. The "I" stories have consistently demonstrated that women need viable economic opportunities to feel confident to leave abusive relationships. Anecdotal evidence in the GL *The South African "I" Stories Experience - Speaking out can set you free* supports this assertion.

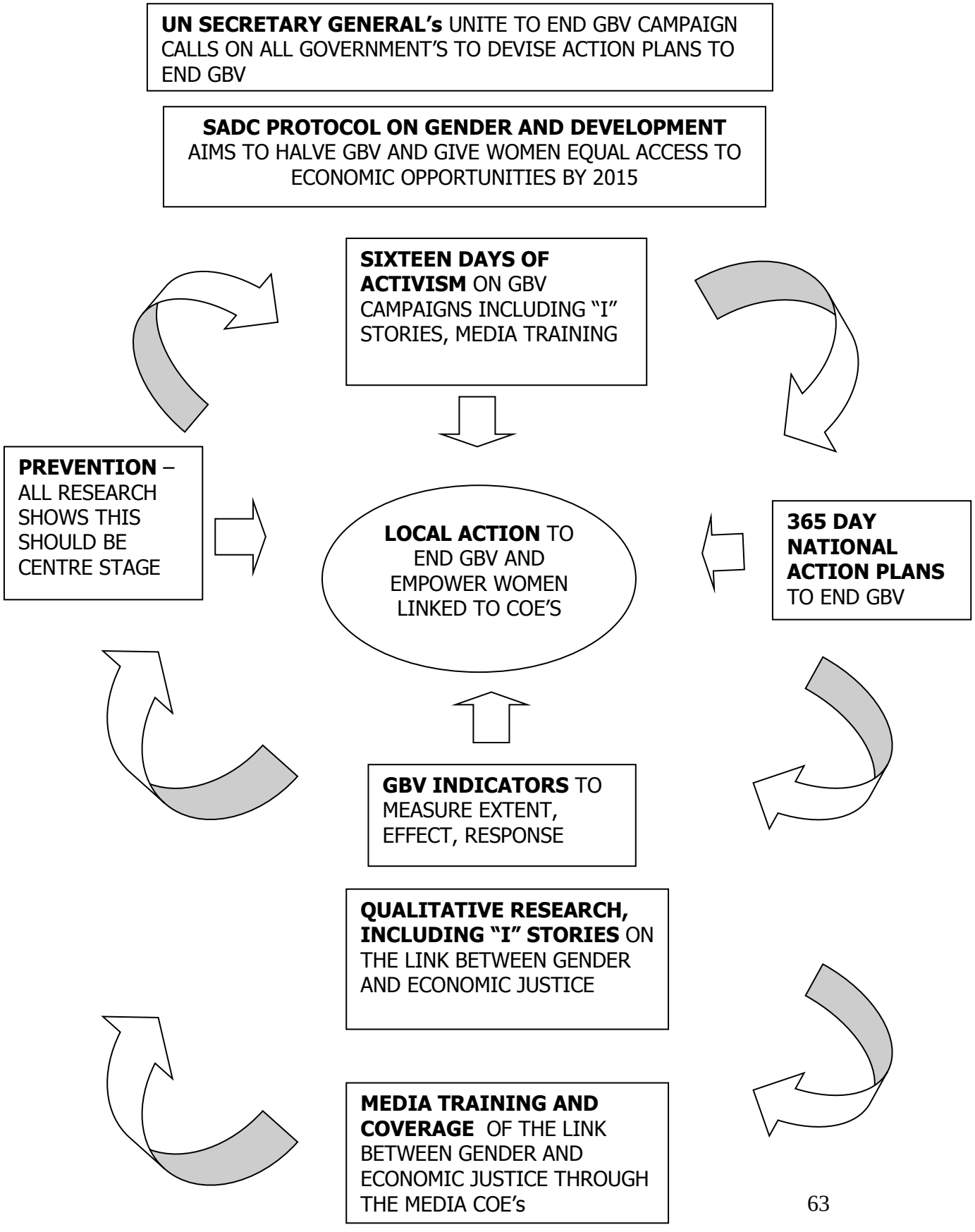
Anna Maduma Matshidiso wrote in her story about the economics of GBV, *"He stopped caring for the family. When I asked him to buy clothes for the kids he argued that he was the one working so he needed to look good unlike the kids who stay at home. He always said he did not have money. But when he went for these "meetings" he always bought gifts for his girlfriend and put them on top of the wardrobe. - I have found my voice."*

By linking the *"Healing through Writing Project"* with work on Local Economic Development initiated by Councils, GL will seek to make the case that survivors of violence need to be empowered both psychologically and economically to claim their rightful place in society.

By adapting the indicators methodology to establish detailed baselines on attitudes and all forms of violence at community level, and measuring change over the four year period, GL will demonstrate that the fight against GBV *can* be won, through targeted, concerted prevention campaigns that seek to reclaim our society, community by community.

[6] See http://www.genderlinks.org.za/page/sadc-climate-change,

Figure 3: GL gender justice work - conceptual framework and links



Over the next three years, GL seeks to build on all these initiatives by:

1) Developing advocacy campaigns around the findings of the GBV indicators projects at national and local level and using these to review and strengthen National and Local Action Plans to end GBV as well as strengthen media practice in the coverage of GBV.
2) Working with councils that are part of the local government COE's in each of the ten countries to deepen work on gender action plans by
   - Adapting the indicators methodology to measure prevalence and attitudes in the locality;
   - Sharpening and reinforcing local level action plans to end GBV that place prevention at the start rather than the end of the process
   - Providing practical, on- the –job capacity building using the model developed in the *"Healing through Writing"* Project which has proven to be a source of therapy for many women by linking at least 1500 survivors of violence to Local Economic Development opportunities, and running entrepreneurship training that enhances the agency and self actualisation of these women. The project will also be used to better understand and document the relationship between gender and economic justice.
   - Repeating the indicators study to measure progress.
3) Documenting the link between economic empowerment and GBV through linking survivors of GBV who share their I Stories or first-hand accounts as part of the prevention campaigns to Local Economic Development (LED) plans of Councils that challenge gender stereotypes; enhance the agency and independence of women who have experienced violence.
4) Generating media interest and coverage through facilitating field visits to the Councils by the media COE's.
5) Providing a space to share good practices on ending GBV and empowering women at the *2015 Countdown Summits* that will now include local government, the media. GL has already hosted three highly successful Gender Justice and Local Government Summits under the banner: "*365 Days of Local Action to End Gender Violence"* with its 2010 World Cup variant: *"Score a Goal for Gender Equality!"*

Key focus 2012 -2015

- Champion implementation of the SADC Gender Protocol, using the 2015 deadline to raise the profile and urgency of work on costing.
- Complete the 10 stage COE process in 100 media houses and 300 councils across Southern Africa.
- Strengthen the cross cutting areas of GL's Programme of Action – gender, climate change and economic justice.

RESULTS FOR CHANGE

Joining the DFID Governance and Transparency Fund (GTF) partnership in 2008 raised the organisational bar on Monitoring and Evaluation and helped GL develop an in-house manual. With PPA funding GL has extended this conceptual framework and tools to a "*Results for Change*" manual covering M and E; knowledge, learning and innovation as well as institutional effectiveness. Key improvements over the last year include:

- Automating several of the reports derived from data entered by our country offices through the back end of the website.
- Google mapping of the governance and media COE's on the GL website.
- Strengthening qualitative monitoring, including the *Changing Lives*, *Women in Politics Making A Difference*, *"I" Stories* and *Protocol@work* series that can be accessed from the home page of the website.
- The governance Centres of Excellence (COE) verification that took place in March 2012. This has led to several programme design improvements in this process.

GL RESULTS FOR CHANGE FRAMEWORK

Monitoring and Evaluation, Knowledge, Learning and Innovation, and Institutional Effectiveness

OUTCOMES Change that can be attributed to GL	IMPACT Societal change that GL contributed to	INSTITUTIONAL Efficiency and effectiveness
Score cards: Monitoring change at institutional level, in newsrooms, local	**Baseline studies:** SADC Gender Protocol Barometer Gender and Media Baseline Study Gender in Media Education GBV indicators Gender justice audit Local government research	**Governance:** Board database; Company register; Country registration
Feedback: Workshop evaluations; comments in website; queries help desk; E Mails and letters	**Progress studies:** SADC Gender and Development Index Gender and Media Progress Study Gender violence indicators Election reports	**Finance:** IATI, register of contracts, donor reports, investments, fund raising tracking sheet
Changing lives: First person accounts of how lives have changed	**Attitude quiz:** Gauges gender attitudes	**Procurement:** Consultants' data base tracking sheet, venues, travel savings
Women in Politics Making a Difference - profiles	**Knowledge quiz:** Basic test on SADC Protocol	**In kind support:** Savings from smart partnerships
I Stories: First hand accounts by survivors	**Citizen score cards:** Annual grading of SADC Protocol	**Institutional IT:** Internet usage, group emails
Partnership: Feed back form and institutional profiles	**Protocol@work:** Case studies	**Human resources:** Staff profile, Staff contracts, 360 degrees feedback Team assessments Staff and Board directory
COE Case studies: Verification - media and local government		**Organisational M and E:** Institutional score card; External evaluations
Best practices: Gender summits		

KNOWLEDGE: Summative and reflective books and reports eg Healing through writing;; Measuring GBV Practise Guide; reports of GMDC seminars

LEARNING: Staff capacity building; Annual report; Learning networks e.g. DFID; GL Learning Journey; GL Dairies s during major projects

INNOVATION: Creativity and innovation team scores; staff awards; GL case studies e.g. CAT DV; GL@work eg calendar; automated M and E reports, Mapping COE's

Planning

- GL's annual Board Meeting and Strategic Planning coincide with the association's financial year that runs from 1 March to 28 February of each year. The annual Board meeting takes place in late March each year. Among its functions are to review and adopt the annual, audited financial statements; review current programme work and/or devise a strategy for the upcoming period. The Board and staff members are involved in strategic planning.
- Starting in 2007, GL shifted from a two to a three year rolling strategic plan and in 2010 to a five year planning cycle.
- All proposals to donors are based on the strategic plan. GL strives at all times to ensure that it retains strategic control and direction of its work. This is especially significant as the majority of funding agencies move away from core support towards more project-related support.
- The annual work plan is based on the strategic plan and on specific agreements reached with funding agencies. These are worked into one standardised log frame that includes detailed activities, timeframes, output and outcome indicators as well as means of verification (MOV's).
- The annual action plan cascades into far more detailed semester plans.
- The annual work plan and semester plans inform individual remuneration-linked Performance Management Agreements including the output and outcome indicators for each member of staff. This is explained in the Human Resources section.
- The Planning, M and E officer coordinates a weekly calendar and planner.

Reporting

- Managers submit monthly reports to the CEO through their managers indicating actions taken and actions planned against each performance indicator.
- The CEO is responsible for ensuring that programme managers and the Director of Operations prepare reports to donors as required.
- The CEO and DOO prepare quarterly financial statements for review and approval by the EC and annual financial statements for review and approval by the Board.
- The CEO coordinates the production and dissemination of the annual report.

Management monitoring and evaluation tools

Monitoring of programme implementation takes place in the following ways:

- Feedback on bi-monthly reports is given each fortnight by the CEO and supervisors in writing or at the staff meetings that take place fortnightly (alternating with the bi-monthly report).
- Individual staff performance evaluations take place three times a year in line with the Performance Management System (PMS).
- Monthly financial reports that are presented by the FM and reviewed at monthly management meetings.
- GL obtains feedback from participants at every workshop or event conducted. This is summarised and included in every workshop report.
- GL, through its departments and units, conducts internal reviews of all its major projects.
- Donors regularly visit GL and make their own assessments of projects they are supporting.

Table 17: Disaggregation of results

Disaggregated results		
How	**Reason for disaggregation**	**How data is used**
Disaggregated by sex, age, education and country		
SADC Gender Protocol Barometer	To measure the gender gaps and country progress on the nine thematic areas covered by the SGP.	To rate country performance against the 28 targets of the SGP– to identify gaps to inform strategies for lobbying and advocacy.
Citizen score card	To measure the differences between women and men's perceptions on their country's progress towards gender equality.	To include citizens' voices and views on progress towards achieving gender equality in the SADC Gender Protocol Barometer.
Gender attitudes quiz	The difference between women and men's attitudes on gender.	To do annual comparisons of the data on women and men's gender attitudes to measure if and how mind-sets are changing.
Protocol quiz	To establish whether women and men know about SGP and its 28 targets.	To do annual comparisons of the women and men's knowledge about the SGP and its targets.
GBV household surveys	Populations are not homogeneous so it is important to accurately describe the socio-demographic factors.	The socio-demographic data is used to describe the sample and for GBV risk factors analysis.

Outputs (activity indicators)

Programme outputs are monitored and evaluated in the following ways:

- Each programme has deliverables and output indicators.
- These are monitored three times a year during programme reviews and planning.
- Output indicators are quantified at the end of each year in the report to the Board and the annual report. These inform the annual and five year plans.
- Knowledge products that result from programme work are monitored in monthly reports to the ED and annual reports to the Board according to overall numbers, region and theme. These cover:
- Library books and journals acquired.
- Research uploaded to the GMDC data base.
- Photo and audio visual library.

Outreach (multiplier effects)

GL's outreach is measured through monthly reports to the ED and annual reports to the Board in the following areas:

- Gender disaggregated statistics on workshops.
- Website statistics covering number of hits; most accessed pages; country and region of origin; comments and feedback on the website. In the case of cyber dialogues these are summarised and posted on the website.
- Publication reports on materials produced and their dissemination.
- Media statistics and examples of media coverage.

- Statistics from the Opinion and Commentary Service on number of articles written, authors by sex and region; number of new writers; number of times articles are used by the mainstream media and in other ways, for example research.
- Contacts data base and list serve statistics disaggregated by sex, region and areas of interest.
- Invitations received and honoured and an analysis of the event form that all staff fill out after they have represented the organisation anywhere. This stipulates the nature of the event and GL's input; the outputs and outcomes; follow up and opportunities identified.
- Reports on debates conducted through the GMDC and feedback received as a result of this.
- Analysis of research queries received and acted on through the GMDC.

Outcomes (results)

While it is difficult to attribute impact to any one factor, GL constantly monitors impact as part of its programme work and that of others in its areas of work through:

- Providing support in developing action plans at national, local and sector level.
- Monitoring implementation of these plans; conducting lobbying and advocacy around them.
- Regular media monitoring, especially around themes
- Conducting follow up audits and studies to determine if there has been change. GL's flagship for monitoring overall impact at
- Gathering of case studies and conducting focus groups that provide insight into the quantitative data.
- Articles written for the bimonthly Gender, Media and Diversity Journal.
- Academic papers presented at GL events and others to which GL is invited.
- Personal accounts and testimonies of beneficiaries in follow up research, for example in the case of those who participate in the "I" Stories or write for the Commentary Service; those who participate in GL training including on-the-job training like interns.

Beneficiary analysis – major report in 2011

As part of its ten year anniversary, GL undertook extensive research on the nearly 50 000 people that have benefitted from the organisations work. The research, rich in analytical data and testimonial evidence, can be accessed at:
http://www.genderlinks.org.za/article/giant-footprints-gl-ten-2011-03-25

Impact (change we contribute to)

- While it is difficult to attribute societal level changes solely to the work of GL it is key that these changes be measured and that we keep adjusting our work in accordance with the findings of this research.
- In this respect, GL conducts audits and baseline studies such as the SADC Gender Protocol Barometer Gender and Media Baseline Study; the Gender Violence Indicators Project; and the two seminal studies conducted by GL on gender and governance (Ringing up the Changes and At the Coalface).
- GL is working to make data such as this available on-line where it can be readily updated and made more accessible.

Table 18: Tools for measuring change

AREA OF WORK	TOOLS TO MEASURE CHANGE
SADC GENDER PROTOCOL	• The annual SADC Gender Protocol Barometer and monthly newsletter documents ways in which the Protocol is being used to accelerate progress towards the attainment of the 2015 gender equality targets. • The Citizen Score Card administered annually in every country by sector is a tool for engagement around the Barometer that also serves to enhance accountability. • The SADC Protocol Quiz, analysed annually as part of the Barometer report, helps to gauge knowledge of key provisions of the Protocol by sex, age, country etc. • The attitude quiz, also analysed annually, helps to gauge the extent to which attitudes towards gender equality are changing by sex, age, country etc.
GENDER AND MEDIA	• The Gender and Media Progress Study (2010), a follow up to the Gender and Media Baseline Study (2003) as well as the Glass Ceilings in Newsrooms Study have provided a wealth of data on gender and the media in the 15 countries of SADC. GL intends to repeat these studies in 2015 to measure progress at a micro level. • At the micro level GL has a package of M and E tools to measure progress that include a newsroom gender score card and content monitoring tool.
GENDER JUSTICE AND ECONOMIC EMPOWERMENT	• GL has devised an internationally acclaimed methodology for measuring gender violence that includes five tools: a prevalence survey, in-depth interrogation of administrative data, first hand accounts; media monitoring and political discourse analysis. This research, intended as a benchmarking tool, is producing the first credible data on the extent, effects, response, support and prevention of GBV.
GENDER AND GOVERNANCE	• GL maintains a data base of women's political representation at national and local level that is regularly updated with each election and key bi-elections. • GL has devised a tool for measuring women's participation in such forums. • As part of the Centres of Excellence initiative at the local level, GL has devised an M and E package that includes a score card, attitude and knowledge surveys that are repeated at regular intervals to measure change.

Institutional indicators (what fuels the engine)

GL regularly monitors its institutional health in the following ways:

- Due diligence conducted by donors before funding agreements are made or funds released.
- The annual financial audit; feedback received through the management letter and how this is incorporated into financial planning and policy.

- An institutional barometer that GL has compiled based on several of these assessments that is administered internally after every Board and strategic planning session as a means of self assessment.
- Annual 360 degree feedback that, in the case of managers (including the ED) provides peers, partners and clients the opportunity to give individual feedback.
- SWOT exercises conducted after each major project as well as annually
- Annual questionnaires to partners and internal assessment of partnerships following recommendations made in the first five year evaluation.
- Annual team assessment using the Blake and Mouton questionnaire.
- Compilation of awards and other measures of distinction at individual and organisational level.

Self monitoring and institutional score card: GL has used the questions in four audits conducted by donors (UNIFEM; KPMG for the DFID GTF Fund; Diakonia, Sweden and DANIDA) to construct an institutional score card with 100 questions that are rated annually by board and staff. The results are discussed together with those from a team assessment tool during the annual board meeting. The aggregate results of these self evaluations (see Annex A) has been used to inform this strategy document.

External evaluations

The five yearly external evaluation, instituted in 2005, brings together all the above in one major evaluation that informs the five year strategic plan. Distinguishing features include:

- The contribution of several donors who have an interest in GL's work to a comprehensive external review that covers the work of the organisation and the institutional infrastructure that supports it. The coordination of donors in conducting one overall institutional audit is itself an important institutional indicator for GL.
- The evaluators (at least two) are independent and have no direct interest in the organisation.
- The evaluation takes place over several months giving the evaluators the opportunity to observe the work, its methods and linkages over a period of time and in a variety of settings.
- While the evaluators may interrogate certain projects or programmes in-depth their focus is more on assessing the impact of the work overall, since GL's POA is highly integrated and there are several cross cutting linkages.
- The evaluation distinguishes between targets and partners; some may be both but others may simply share the objectives of GL and seek to mutually increase the impact of their work through smart partnerships. These are
- The evaluation is participatory and engages with the Board, Staff and Stakeholders at key points to debate drafts and findings so that the findings are internalised, owned and acted upon by the organisation.
- The final report is presented to donors, stakeholders, staff and the Board.
- The recommendations are incorporated into strategy and planning.
- The extent to which these have been implemented is assessed during follow up five yearly evaluations.

Donors and external evaluations: In the 2011/2012 financial year GL filed 23 financial and narrative reports to 12 donors, and is well known for punctual and detailed reporting. GL has had timely audits each year by an independent external auditor, including specific donor audits where requested. Donors are invited by the Board to participate in the annual 360 degree feedback evaluation of the ED and senior managers through a confidential form. Feedback is shared and discussed at the annual Board meeting. Every two years, GL has a briefing meeting for all donors, chaired by a Board Member. DANIDA, one of GL's long time bilateral donors, hosted the October 2009 GL donor consultative meeting in Copenhagen, Denmark. Several donors have commissioned or required that GL be evaluated by independent external evaluators. Twice (at five, and in the lead up to its tenth anniversary) GL negotiated with donors to collaborate in comprehensive institutional and programme evaluations to help inform future strategies. GL endorses the International Aid Transparency Initiative (IATI) Accra Statement and subscribes to the IATI email update to remain abreast of key developments regarding aid transparency. Examples of independent evaluations commissioned by donors covering various aspects of GL programme work in recent years include:

- KPMG Audit for the DFID PPA Fund that GL successfully applied for (2011)
- DANIDA Women in Africa Grant Evaluation (2010).
- Diakonia institutional evaluation (2009).
- Min Tern Evaluation of the DFID Governance and Transparency Fund to Gender Links- Making Every Voice Count for Gender Equality. (2010).
- Netherlands Ministry of Foreign Affairs assessment of GL for the MDG 3 Fund (2008).

Knowledge and learning

Organisational learning and innovation*:* The "Results for Change" manual is an example of organisational learning. Outcomes include the Changing Lives series; Women in Politics Making a Difference; and the Protocol@work. GL monthly management meetings begin with a learning event. GL's annual Learning Journey – a collection of staff reflections – this year has many more honest reflections on "learning the hard way" - http://www.genderlinks.org.za/page/learning-journey. During the Sixteen Days of Activism in 2011, staff kept and later published personal diaries of their insights; these have been compiled in a compendium that offers rich insight and reflection - http://www.genderlinks.org.za/article/gl-staff-stories-2012-05-27.

Google mapping and Digital archiving: In September GL attended the Africa Media Summit (AMS), that included a presentation by a group of experts on "visualising data" – a concept that GL first heard about in the Learning Partnership. This led to a GL team attending a one- week training course at the University of Witwatersrand on how to use google earth to map data visually on the website. As a result, GL has mapped the 260 media houses and local councils that the organisation works with – see for example http://www.genderlinks.org.za/page/centres-of-excellence. This gives visibility to work on the ground and enhances accountability through the COE report card on each council/media page. Through links made at the AMS, GL also sourced state of the art CAT DV digital archiving soft ware that has been used to back up and catalogue at least 200 hours of video material. In this process, GL "discovered" a videographer in its midst, our intern from Zambia Albert Ngosa who will shortly relocate to head office to run this portfolio, and work on the multimedia dimensions of our website.

Learning across programmes: GL has applied learning from both media and governance work to improving the quality of the Centres of Excellence (COE) model. The *COE Verification Tool Kit* developed for the governance COEs will be applied to the media next year.

Peer learning: A key outcome of the local government COE verification is that GL is moving towards a peer learning model as these are cascaded, making use of Gender Champions and Focal points in localities. GL is also applying peer learning principles internally. The first local government COE Training of Trainers brought together country managers and change agents in Lesotho to devise this new model in June 2012.

Learning across borders: Working through the Southern African Gender Protocol Alliance offers rich opportunities for cross border learning. For example when Lesotho faced resistance over reserved seats for women in local elections, the Independent Electoral Commission visited Tanzania and adapted the quota system, resulting in 49% women in the 2011 elections – see http://www.genderlinks.org.za/article/getting-the-balance-right---lesotho-pamphlet-2012-05-30. GL **i**s forming a partnership with the International Knowledge Network of Women in Politics - http://www.iknowpolitics.org/ to link women in the Women in Politics –Making a Difference to this global network.

Sharing learning: During a Learning Partnership visit to the UK GL signed an agreement with the Oxford based Africa Books Collective to distribute its publications. Zed Books, based in London, has requested GL to contribute a book provisionally titled "Chasing shadows? Gender Equality in Africa" to its African arguments series. GL and Zed Books are in discussion on a Practise Handbook on GBV indicators based on GL's PPA supported ground breaking work in this area – see http://www.genderlinks.org.za/page/gender-justice-measuring-gbv.

Innovation

Incremental innovation: GL innovates to work more effectively to cover its substantial geographical scope, several projects and large amounts of content Verification of CoEs resulted in several experiments under way for cascading the work and enhancing ownership. The major forms of incremental innovation include using information technology to connect more effectively with its target and offices in different countries, using a digital archiving system that is capable of cataloguing audio, audio-visual and text based materials, and cascading the local government CoE work with gender ministries taking the leadership and ownership.

CoE cascading model – GL developed a new model for cascading the COE's that builds on the recommendations of the COE Verification to enhance ownership and sustainability as well as achieve greater VFM. This cascading concept builds on existing resources of the government, especially human resource. GL country managers will step in the role of managing the process, collecting M & E, dispersing money, and coordination, do fundraising, and managing strategic partnerships such as with the ministries gender and local governments. The gender officers in Lesotho are enthusiastic to roll out the CoE model to new councils. They commented that:

> The tools will assist us reaching the communities. In the past, we used to sensitise people about the gender policies but now we will instil in the people the gender concept with the CoE work. The M&E forms are especially helpful because in the past, we would talk to people but we would not assess what they learnt about gender issues. Forms help us get opinion of people and room for improvements. In the past, we had public gatherings and train councillors and we were disseminating the SADC protocol but we did not administer scorecards to assess what they learnt. The CoE approach will enable us to build rapport with the councillors so we can work with them on a daily basis (Principal District Gender Officers, Lesotho) – PPA IPR 2012

Strategy for communicating knowledge – GL's strategy for communicating knowledge include reflective books and reports; producing documentaries such as Making Every Voice Count on the Gender and Media Baseline Study, Road Map to Equality on the SADC Protocol on Gender and development and At the Coalface: Gender and Governance in Southern Africa; administering knowledge, attitudes and skills questionnaires (KAIS) and conducting beneficiary analyses; and policy briefs on relevant issues such as climate change and women's representation in decision making (GL Results for Change Manual, 2012:25). During the pressured Sixteen Days of Activism, staff kept and later published personal diaries of their insights; these have been compiled in a compendium that offers rich insight and reflection.

Radical Innovation: GL has produced entirely new knowledge in the areas of CoE approach of working with media and local government councils, costing model for national action plans, web-based automated M&E system, self-monitoring tool for the media houses, GBV indicators research, SADC Gender Protocol Barometer and SGI.

Breaking ground in engaging with all kinds of media – community, public, private: Gender Links is the only NGO in the world engaging with all kinds of media – community, public, private – on gender policies and mainstreaming in such a systematic way. GL's work on media is recognised globally by UNESCO and others as ground breaking. GL played a central role in developing gender indicators for the media with UNESCO and International Federation of Journalists – these are now being used. This point is represented in the views below:

> The development of the gender policies can be directly attributed to Gender Links since by the time this initiative was started, no other organization or the media itself was working on this matter. In fact, integrating gender in media coverage in a more substantive manner is directly attributed to GL. But when it comes to mainstreaming gender in reporting, GL has contributed to efforts of other organisations to ensure this is a success (Arthur Okwemba, GL Media Policy Facilitator in Tanzania) – PPA, IPR

Media self-monitoring tool – GL has come up with a self-monitoring tool used by the media houses every six months. The self-monitoring tool allows media houses to monitor their progress and analyse the data instantly instead of sending the data to a central place for analysis. An initial self-monitoring exercise will take place in August

2012 to provide a preliminary benchmark. An external monitoring exercise will occur before May 2014 to establish if the media houses have been able to leap frog to the 25% target.

> The self-monitoring system is an on going process rather than a one-off. The media houses are learning about it now and they are looking at gender (Beata Kasale, Botswana Media Facilitator)- PPA IPR

GBV Indicators research – The GBV Indicators study provides a set of comprehensive data on all forms of GBV, both intimate partner violence and non-partner violence. The data will be used to inform the envisioned National Action Plan to End Gender Violence and costed action plan for effective implementation. The GBV Indicators research using personal digital assistants (PDAs) cuts out 12 – 18 months of data analysis. Gender Link's CEO explains that at the core of GBV indicators study is a paradigm shift to prevention:

> Part of why GL is doing the GVB indicators is that we are seeking a paradigm shift. Right now the strategies on GBV are reactive – laws, shelters – why not try to prevent it? It is much similar to HIV and AIDS work where a lot of money was put into messaging and prevention work (Colleen Lowe Morna, CEO GL) – PPA IPR

SADC Gender Protocol Barometer – the SGP measures the gender gaps and country progress on the nine thematic areas covered. The Protocol also rates country performance against the 28 targets of the SGP– to identify gaps to inform strategies for lobbying and advocacy. The Barometer includes citizens' voices and views on progress towards achieving gender equality. The perceptions of men and women on their country's progress towards gender equality are measured using citizen scorecards. Members of Alliance and SADC CNGO are appreciative about the Protocol:

> Our protocol was ground breaking because it is the only instrument of its kind in the whole of African region. And for us coming from Zimbabwe we are always accused when we speak of international standards of women's rights, we are accused of copycatting women from Europe, women from America and everything, but this became an African instrument that we can use very openly with our leaders (Netsai Mushonga, National Coordinator, Women's Coalition of Zimbabwe) – PPA IPR

> The Barometer is ground breaking protocol monitoring tool and promising initiative. I did a study on protocol monitoring tools. The gender alliance barometer is the second best. It is comprehensive, it is rooted in member states, and it is practical. I think it is great. For me GL deserves more support. That is my take of it. The challenge is to maintain the momentum (Bob Muchabaiwa, SADC CNGO) – PPA IPR

Southern Africa Gender and Development Index (SGDI) – GL is coordinating the Alliance to measure attainment of gender equality through Southern Africa Gender and Development Index (SGDI) which first appeared in the 2011 SADC Gender Protocol Barometer. As a result of PPA funding, the 2011 Southern Africa Gender Protocol

Barometer includes an innovative composite index, the Southern Africa Gender Development Index (SGDI) measuring progress against 23 indicators for which empirical evidence could be found across the 15 countries. "The SGDI is the first of its kind that measures how well different countries are doing on six areas. It provides baseline information that government, CSOs can use for their information (Kubi Rama, COO GL)."

The costing model – One of the most innovative works of GL is the costing model. GL's costing model (working with governments of the SADC Gender Protocol) to apply gender responsive budgeting is a conceptual breakthrough and integrated approach linking political commitment, to action planning, to resource allocation. GL is not aware of any other effort globally to mainstream gender in such a targeted and consistent way, especially in local government and media. The barometer provides the baseline information on SADC protocol and the target is 2015.

Gender action planning in local councils – GL innovated a model of planning at the local council level to mainstream gender in local government agenda. This approach is greatly appreciated by the local councils as reflected below.

> People will always say gender is crosscutting but if you don't plan for it, if you don't budget for it, you will achieve anything. We used to have other organisations that talked to us about gender. I am not saying they didn't do anything, they laid the foundation on which GL is now working but they never took into considerations this thing of budgeting and planning. GL brought in that element that when we plan we have to bring in gender in our plan. When I look into this budget I should see gender here. We need a budget for it so we don't search for money for gender, we know the money is there. My future plan is to see our council planning and including gender so that in the next generation gender shouldn't struggle like us (Mayor, Lobatse town council, Botswana) – PPA IPR

In country summits: In 2011, GL piloted the idea of in-country summits preceding the main summit in Madagascar where we received 49 entries. This opened our eyes to the advantages of hosting country level summits before the main summit as a way of broadening participation and ownership. In-country summits have several advantages at national level: broadening participation and sharing of knowledge within each country; raising the COE profile; strengthening ownership and partnerships; and increasing competition for the regional summit.

Innovative use of ICTs: GL continues to push the margins of ICTs in all areas of its work. Through the COE project, GL has developed a self-monitoring tool for media houses to monitor themselves. This tool, which is an adaptation of the GMPS methodology, can draw individual newsroom profiles at the click of a button. In the GBV indicators research, GL uses Personal Digital Assistants to collect data from participants. This significantly reduced research time associated with data entry or capturing which is often the case with paper based questionnaires. It also ensured confidentiality. GL used

Google maps to sample households in Kwazulu Natal and Western Cape to avoid delays in implementation associated with waiting for new census statistics.

Uptake of learning and innovation: Many organisations are benefiting from GL's innovations in mainstreaming gender in the local government and in media. Members of the Alliance have been instrumental in promoting cross learning with organisations in east and western Africa. At the regional level the members of the Alliance are learning from each other's successes at the country level. For example, other country networks are learning from the successes of 50:50 campaigns in Malawi and Zimbabwe and the constitutional reviews in Zambia and Zimbabwe. Peer learning is one way of promoting sustainability of interventions in the region.

The Gender Justice and Local Government summit is so far one of the greatest spaces provided by GL to promote peer learning in local governments. The local government CoE's share their best practices and proof of how their flagship projects are sustainable. Lobatse town council in Botswana and Arandis town council in Namibia are tapping local resources from corporations through public-private sector partnerships and local innovative fundraising events like the Mayor's High Tea in Lobatse. These councils are fundraising locally to implement activities in their action plans because funding from central government is insufficient to meet all priorities. Another innovative idea for sustainability is twinning agreement between local authorities in the region and those in Europe. One successful story is of Keetmanshoop municipal council twinning with a town in Finland and one in South Africa. The local authorities exchange knowledge, technical services, and cultural practices – *DFID PPA Independent Progress Review, Oct 2012.*

Communicating results

- Colourful and accessible research reports.
- Fact sheets and press releases designed for the media.
- Interactive workshops, wikis, debates, cyber dialogues around key research and issues.
- Knowledge and lessons learned products produced after major projects such as the book "Business Unusual: Gender Economy and the Media" with a foreword by Ellen Johnson Sirleaf; "Mapping a new course" on Gender, HIV and AIDS policies in newsrooms; and "Roadmap to Equality" on the Southern African Gender Protocol Alliance campaign for the adoption of this critical regional instrument.
- Producing of documentaries such as "Making every voice count" on the Gender and Media Baseline Study; "Road map to equality" on the SADC Protocol on Gender and development and "At the Coalface: Gender and Governance" in Southern Africa.

Key focus 2012-2015

Improve the collection of robust evidence of the difference GL is making through:

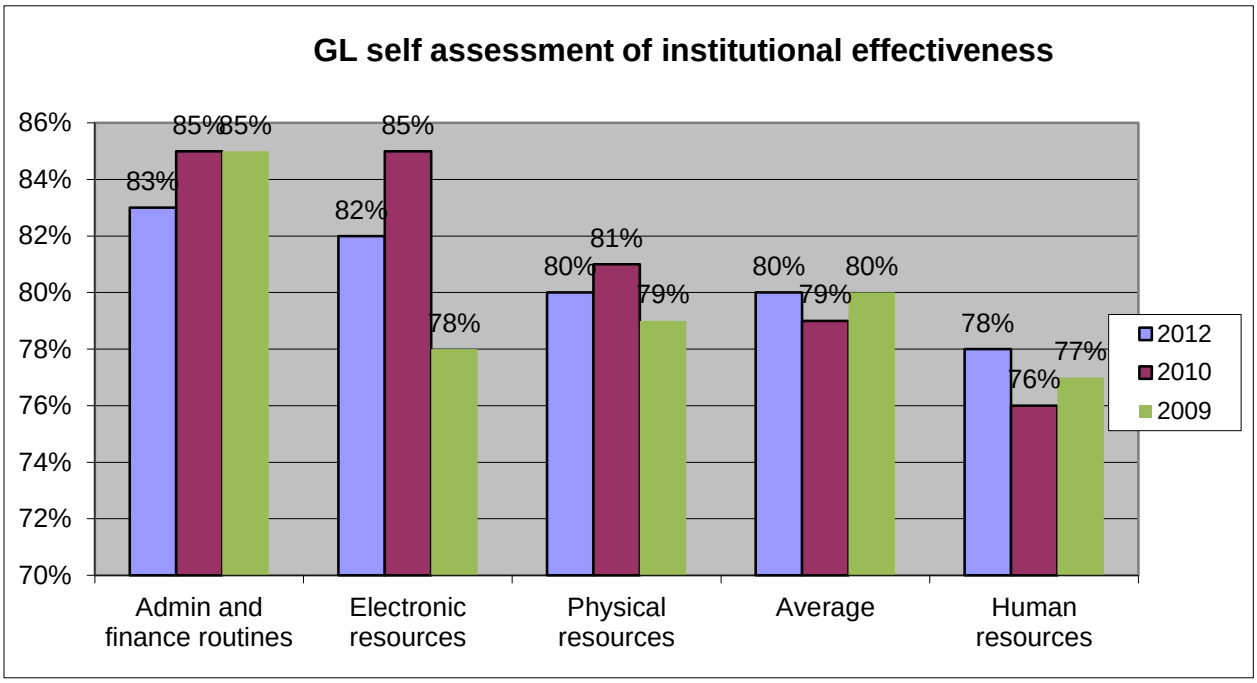
- Full automation of all quantitative M and E.
- Inclusion of the targets of this strategy in the monthly M and E tracking sheets.
- Verification of the media and local government COE's.
- Sharpening the focus of best practices submitted at summits to elucidate ways in which the SADC Gender Protocol is being put to use.
- Analysis of the qualitative evidence – Changing Lives, Women in Politics Making a Difference, the SADC Protocol @ work.
- At least three key knowledge products: gender equality in Africa; Roadmap to Equality – the SADC Gender Protocol Campaign to 2015; practise book on GBV indicators.

INSTITUTIONAL EFFECTIVENESS

GL's organisational chart reflects restructuring during the course of 2012/2013 to manage four programmes, in fifteen countries as well as strengthen institutional practice in nine offices; fund raise, diversify and ensure future sustainability. The culture of learning as well as exposure to PPA partner learning networks has contributed significantly to growing institutional effectiveness to be able to deliver results. Table 19 summarises some key indicators of institutional effectiveness.

Table 19: Key indicators of institutional effectiveness

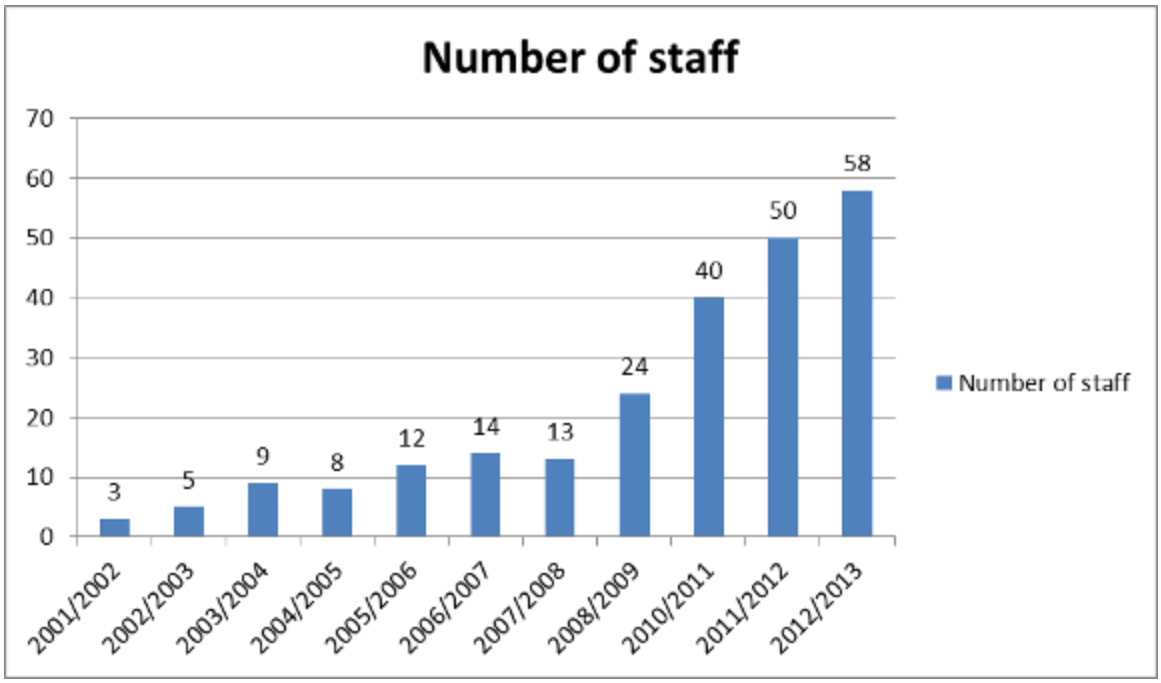
Scale/ Scope	A 75% increase in media and local government COE's resulting in taking forward MDG 3 and SADC Gender Protocol targets in 260 institutions; 151 of these local councils covering a population of 21, 414, 538 or about one fifth the women and men in the SADC region.
Quality	The quality of COE work has been improved by extending the six stage process to ten in both media and local government COE's. In the case of media this has included adding a training component to the policy process and self- monitoring tool kit, as well as aligning media training to the targets of the Protocol. Climate change, care work and economic justice modules have been added to both processes. The scorecards for governance and media Centres of Excellence (COE's) have been simplified. The verification process undertaken in governance this year will be replicated in the media programme next year.
Efficiency	Automating M and E reports greatly increases the efficiency of data collection and allows managers to focus on analysis, taking corrective action, improving quality and innovation.
Timeliness	GL's work is contributing towards a range of ambitious gender equality targets to be achieved by 2015. At the macro level, GL is engaging with governments on aligning gender policies and action plans to the SADC Protocol: a critical and timely action in the count-down to 2015. This strategic gender responsive budgeting initiative will have significant direct benefits for the poor, the majority of whom are women. Through the COE's in governance and media, GL is demonstrating institution and community- level successes shows that *change is possible.*
Leveraging additional funding	During the year GL submitted 21 funding applications: 6 to the European Union, 5 to UN agencies, 3 to other governmental aid agencies and 6 to foundations. The benefits of GL's geographical spread are evident in the fact that 12 of these applications are for regional work and the rest are for in-country funding. Positive indications have been received in 4 of the 9 countries where GL is registered. In kind support leveraged is detailed in the Value for Money report.



The graph summarises GL's self- assessment of institutional effectiveness (see details of criteria at ***Annex A***). Overall, the score has only varied slightly from 79% in 2010 to 80% in 2012. Administrative and financial routines rank highest, followed by electronic resources, physical resources, then human resources. Human resources has improved, from 76% in 2010 to 78% in 2012. Areas that need attention include handling of staff grievances, discipline, as well as balancing work and other needs.

Human resources

GL is expanding its footprints to other countries with the registration of country offices in Lesotho, Namibia, Madagascar, Mozambique, Zambia and Zimbabwe. Country facilitators have become Country Managers, and interns have (in some instances) become assistants and officers. This increased GL's staff component from 50 in 2011 to 58 in 2012, a 16% growth. There is still need to recruit more staff as the countries start to access local funding and growth in programme work. In addition, GL acquired GL Cottages, which employs 10 staff members.



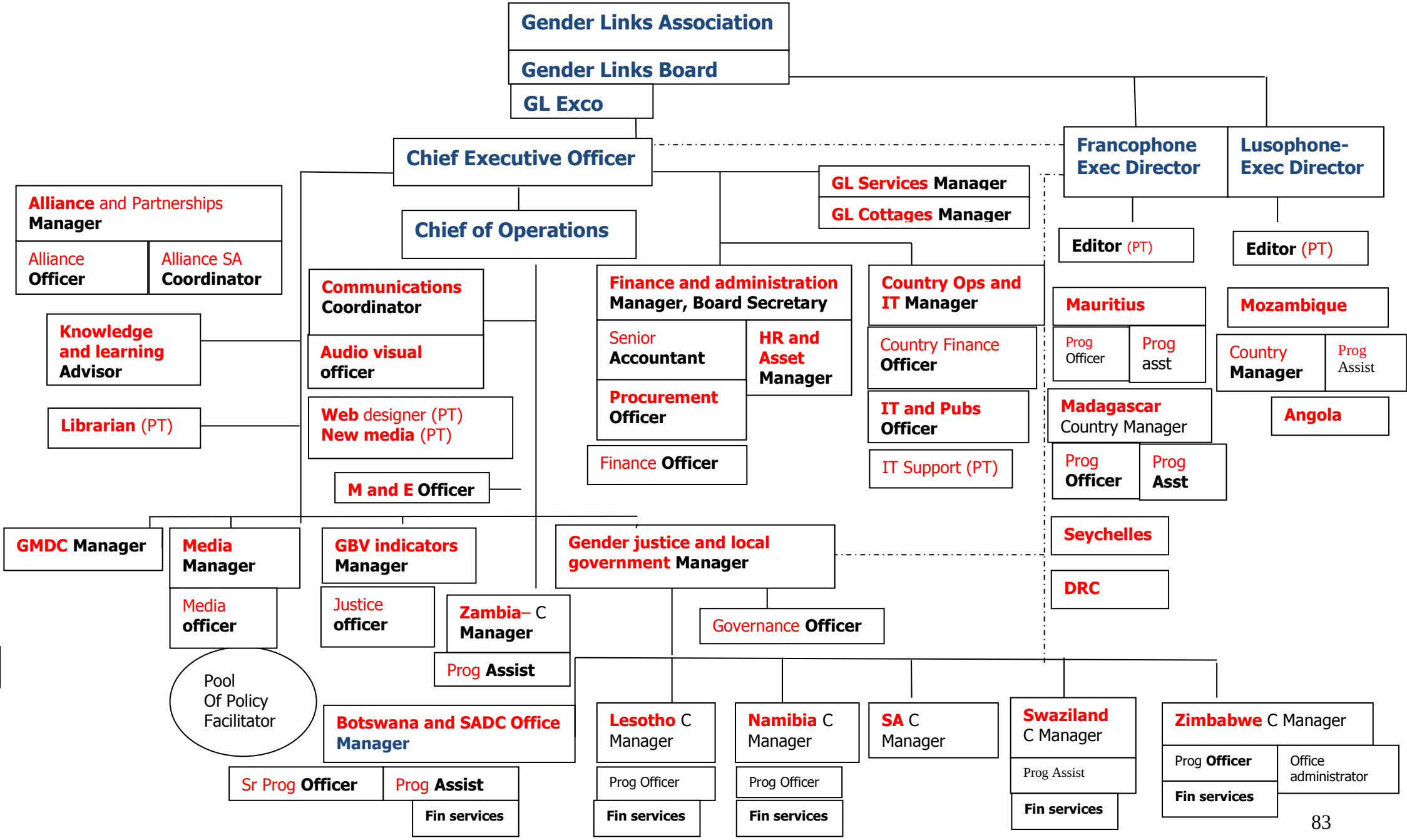
The graph shows that GL staff base grew from 2009 and has continued to grow rapidly over the three years.

Table 20: Staff Gender analysis

	2010/2011		**2011/2012**	
Women	40	80%	41	70%
Men	10	20%	17	30%

Gender Links continues to promote gender equality in its recruitment policies. Table shows a 10% improvement over last year in gender balance from 20% to 30%. This is largely due to the promotion of a number of country M and E interns to Field Assistants. The Field Assistants are mostly young energetic men who are passionate about gender issues. GL has a diverse staff component from 13 countries, 55 from SADC region, one from East Africa (Uganda), one from Europe (Netherlands). The organisational chart 2012/2013 illustrates how programmes, managers, staff and country operations are organised to ensure oversight ands accountability at all levels.

GENDER LINKS ORGANISATIONAL CHART 2013



Staff retention
GL has a young staff compliment with an average age of 34 years. As can be seen from the graph, GL Staff have tripled over the last five years. The average length of service, excluding interns, is three years which is commendable given that the institution has only built up to its current complement over the last five years. While there was some staff instability on the earlier years, especially given the uncertainty of project funding, this has begun to stabilise. In the last year, GL lost five staff; this is a turnover of 8%. A 7- 10% staff turnover is regarded as normal and necessary for creating room for growth at different levels within the institution.

GL has taken a number of extraordinary measures to retain staff: for example the manager of the governance programme, GL's largest, worked from Cape Town to be close to family so that she could juggle her work, with raising a baby.

One staff member left work for government and returned citing the lack of a motivating environment. GL took the staff member back as her post was still vacant and she had served well. She brought back interesting and critical insights for younger staff. GL's former editor, who had to relocate to Canada for personal reasons, continues to edit for GL on an ad hoc consultancy basis. GL makes use of IT to promote flexible working arrangements. However, attracting and retaining qualified staff is an on-going challenge. GL has instituted a system of exit interviews to help improve practise in this area.

Staff capacity building
GL offers a platform for staff to develop their skills and realise their potential. Staff are exposed to all the processes within the organisation which improve individual growth. As a result, staff have become more adept at organising themselves, managing projects and managing staff which has been attested in many staff learning journeys. This is part of on-the-job training. When coupled with the skills can contribute to the individual's advancement. In its own training work, especially through the media and governance COE's, GL promotes on-the-job learning. GL has sought to promote a similar culture within its own work place. Staff attended the following short courses in the past year (a combination of on-site and off site; external consultants and GL senior managers).

Capacity building
- All GL staff both head office and field staff were trained in the MSWord 2010 covering all the programmes including MS Word, Excel, Publisher and Power Point.
- Some programme staff were trained in advance publisher and they are now able to do their newsletters confidently without seeking outside service providers. As a result of this training GL is now producing its own business cards in-house.
- Finance staff attended a Pastel training course for two days to equip them on pastel payroll programme.
- The Director of Corporate services attended a workshop on Directors Duties Workshop to understand the provisions of the new South African Companies Act.
- The COO has conducted an M and E course.
- Programme officers attended the Media Literacy as part of the GL-Lovelife collaboration.
- The CEO has conducted an information management; two writing skills training workshops and an analysis and writing workshop for managers. The CEO is

designing a four module Country Managers course that will be dovetailed to planning visits to Johannesburg.

Organisational learning

GL has produced three key in-house manuals: Communication and Writing; Monitoring and Evaluation; Finance and Administration. Each year GL conducts a personal and organisational learning reflection exercise launched at Staff Awards on 26 April.

Staff awards

GL introduced staff awards in 2010. These awards have gone a long way in affirming good performance and motivating others to do better.

Wellness

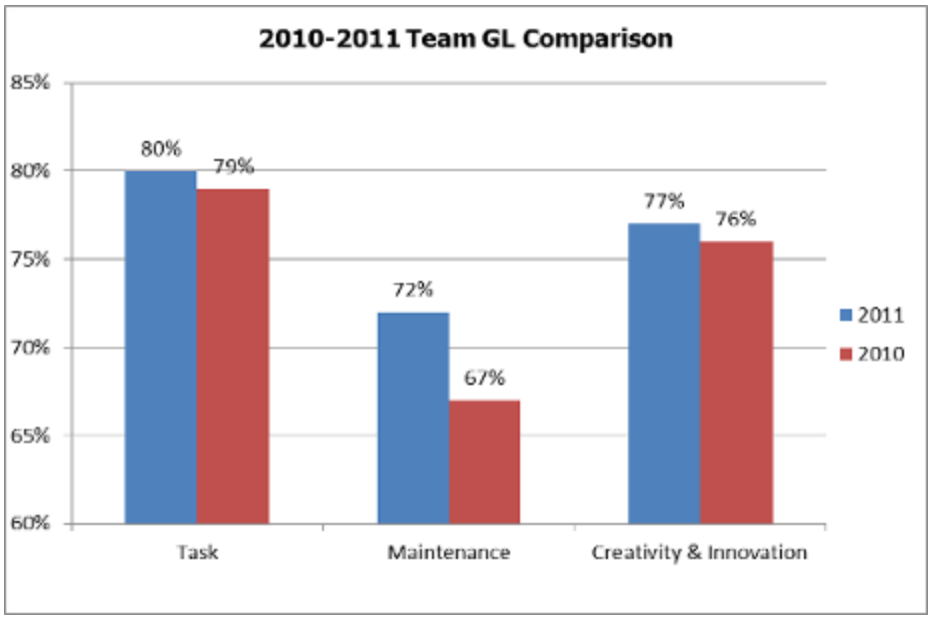
As the staff component grows, it is important to create a healthy team. The HR manager coordinates the wellness programme with the support of the deputy chairperson – Scholastica Kimaryo, a certified Chopra instructor.

The satellite and field offices are included in the wellness programme and they choose what activities to get involved in. At times staff at head office have got together at lunch time to share a meal and discuss an interesting topic. On a few occasions one staff member made nice soup for all. GL staff enjoy celebrating Staff and Board members birthdays. An Intranet has been introduced for staff to interact and post messages which enhance communication and team spirit.

Board members have been part of the wellness activities whenever they are present. A wellness activity is usually organised during a board meeting or planning meeting and everyone actively participates.

At GL we believe that family is an integral part of GL staff and part of one's wellbeing and we organise activities that are family- oriented such as visits to the zoo, botanical garden and walks that culminate in dinner or picnic. Singing promotes joy; relaxation and team work. GL staged musical performances in Botswana and at the Gender Justice and Media Summit that coincided with GL's tenth anniversary.

Wellness has not only been about GL staff but also about giving back to the community. Staff at head office took part in Mandela day where they were distributing food to the disadvantaged children. At satellite and field offices in Lesotho groceries were distributed to disadvantaged families. The Botswana office organised other institutions to contribute blankets, warm clothes and soup day for disadvantaged communities



The graph compares GL team scores between 2010 and 2011. It shows that in both years GL scored highest on task (80% and 79%); next on creativity and innovation (77% and 76%) and third maintenance (72% and 67%). The 5% improvement in the maintenance score is significant. This reflects the greater attention given to staff welfare over the last year, especially the Perfect Health Wellness series run by the Deputy Chair. As the team matures, staff understand one another better, care for each other more and have built healthy working relationships with each other and are keen to work together to achieve the organisation's goals. This is important for any organisation. This year (please see Learning Journey) there have been many accidents and casualties. The fact that the maintenance score has increased reflects that there has also been a commensurate increase in caring.

Physical infrastructure

In March 2011, GL acquired the GL Cottages, a big investment and a completely new area for an NGO. GL Cottages is a bed and breakfast boarding house, which at maximum can accommodate 50 guests sharing. GL invested heavily in this three star facility.

The GL Cottages offers good facilities for training, workshops, and conferencing. The environment is conducive, quiet, and serene. It has become popular with organisations that have used it who keep coming again. The GL Cottages also accommodates some of our interns and staff at competitive prices. GL strives to create a comfortable, healthy, and safe environment for its staff.

The GL head office is housed in two properties. As staff component grows, office space becomes a challenge. We make sure everyone in their office space is comfortable.

The two GL guest rooms at head office continue to be another way of cost cutting. They provide accommodation for satellite staff and field staff who come for meetings at head office. Staff who have been recruited and are still finding accommodation, they are accommodated for two weeks. Sometimes consultants are housed in the guest rooms and this reduces on the transport and accommodations costs for GL.

A training room with an air conditioning which can accommodate 30 participants is used mainly for GL in-house training and we plan to have more training of staff taking place in this training room. The lapa and swimming pool area are used for GL entertainment as well as lunches for training participants. The grounds are always kept in a good condition by the gardener. There are on-going office repairs to keep GL offices looking clean, professional and in good condition.

Electronic infrastructure

Information Technology hit groundbreaking records over the past few years. The invention of faster bandwidth speed and social networking platforms through smart phone technology has made it easier for people to connect. This has afforded businesses the opportunity to reach a wider network than before. IT professionals perform a variety of duties that range from installing applications to designing complex computer networks and information databases. With constant change, updates and newer versions of software/hardware being released literally every week, organisations worldwide are continuously asking themselves the same questions "are our systems up-to-date?"

Digitising data

Gender Links has responded to the ever-changing IT environment by implementing a number of systems to keep abreast with new developments. Donors have also been moving with the technology. They require grantees to publish their information in tech savvy ways that makes the presentations more interesting and contributes to sustainable environmental practices.

GL staff attended the Pan African Conference on Access to Information held in Cape Town in September 2011 under the Africa Media Summit. The conference put GL in touch with the suppliers in South Africa of CAT DV. This system enables GL's raw institutional footage to be digitised and archived on a dedicated server together with GL's photo gallery. This acts as an online library for all footage and photos making them easily accessible to users. CATDV allows us to create documentaries by combining footage and images from different places and eras that GL has collected over the years.

Social media platforms

GL opened facebook and twitter accounts that have been useful in sharing information and obtaining feedback from users across the world. This allows us to understand the impact of our programmes on the society, which in turn feeds back into programme design to suit the needs of the beneficiaries. This complements the cyber dialogues

system where we have users logging on at the same time to set topics. Statistics have shown that the followers and site hits on GL's social network platforms have increased over the year and we will continue to make use of these platforms to debate important burning issues and to announce upcoming events and campaigns.

Working across borders

The VPN enables staff to access the public shared drives from anywhere. The web-based GL Intranet provides a platform to share internal regulations, forms and features and monthly events and news like birthdays. Because of GL's geographical spread (offices in nine countries), a software package called Teamviewer has been implemented for IT staff to support users remotely. It allows the setup of e-mail accounts, updating anti viruses and any technical assistance that would be required by the users operating away from the regional office.

Cost savings

There are huge costs attached to all these technological improvements. Gender Links has tried to minimise costs by sourcing donations and discounts. An example is when we managed to save R100,000 on the MS Office licenses for all users through the Microsoft Donations Policy accessed through Sangotech. By employing a full time IT Officer, GL has managed to save up to 70% on the expenses of using an IT Specialist for support. Through the establishment of the help desk, the IT Officer has been able to analyse the most common IT problems which has informed staff training therefore reducing the number of queries that requires the IT staff's attention. Gender Links IT systems have improved and will continue to do so in the coming years to ensure that the latest, most innovative communication and data storage technologies are in place to increase the organisation's visibility and effectiveness.

Key focus 2012 – 2015

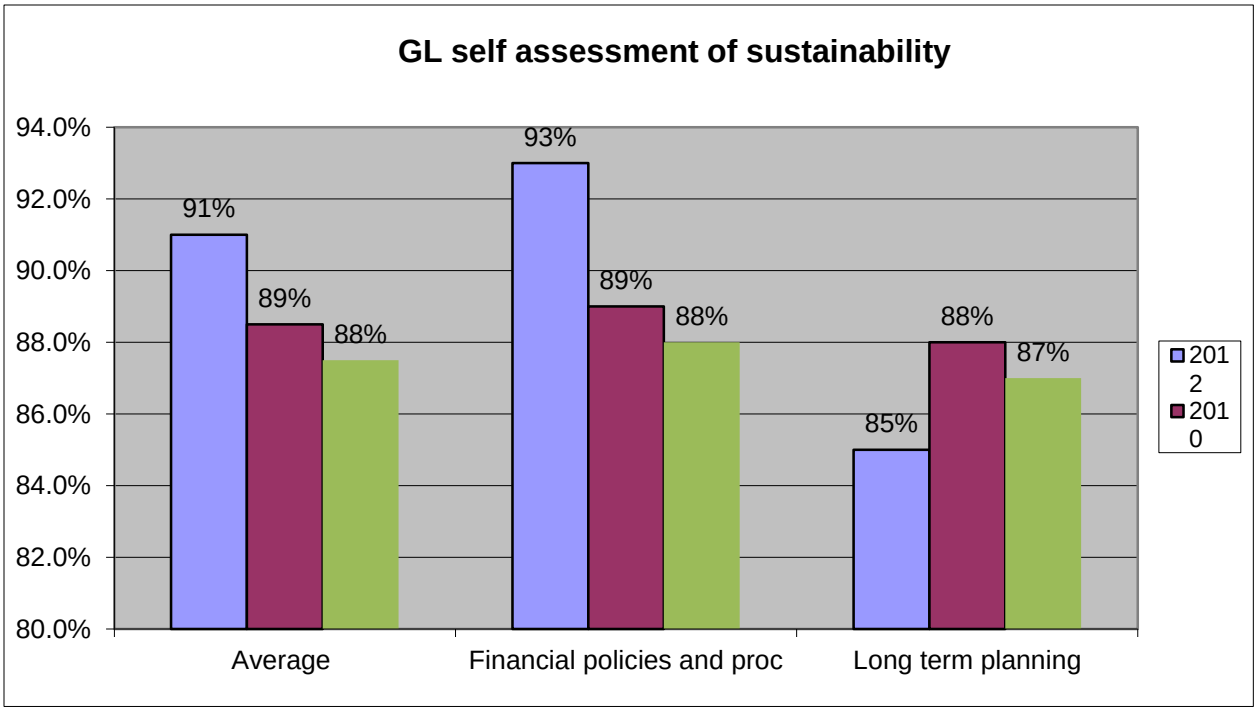
- Develop a Human Resource Strategy as part of a tailor made management course in January 2012 to include retention, career pathing, staff growth and development.
- Manage GL's physical assets to ensure maximum appreciation and financial returns.
- Enhancing GL's IT management and back up, especially in country offices.

SUSTAINABLITY

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

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

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



Despite the challenges of sustaining an organisation that has grown from two to 58 staff in just over a decade, with offices now in ten countries, staff and board have an upbeat view of the future. The results of the self- assessment (see Annex A) show the highest score (91% in 2012) for sustainability. Policies and procurement scored 93% and long term planning 85%. GL has succeeded in sustaining its work to date through tireless fund raising and diversification efforts that are bearing fruit but require constant nurturing.

Financial sustainability: Over the last year GL has mounted an extensive fund raising campaign, including in-country fund raising on the back of newly registered offices, and leveraging off in-kind support.

Table 21: Summary of GL's funding position 2012 - 2015

Year	Budgeted amount	Secured amount	Under negotiation – regional	Under negotiation – in country	Sought
2012	38 487 831	29 331 191	1 490 950	4 121 060	3 544 630
2013	41 683 601	27 522 140	7 802 766	736 050	5 622 654
2014	41 910 601	12 503 500	15 939 836	736 050	12 731 215
2015	44 798 769	12 348 000	14 863 486		17 587 283
Total	166 880 802	81 704 830	40 097 038	5 593 160	39 485 773

Source: GL August, 2012.

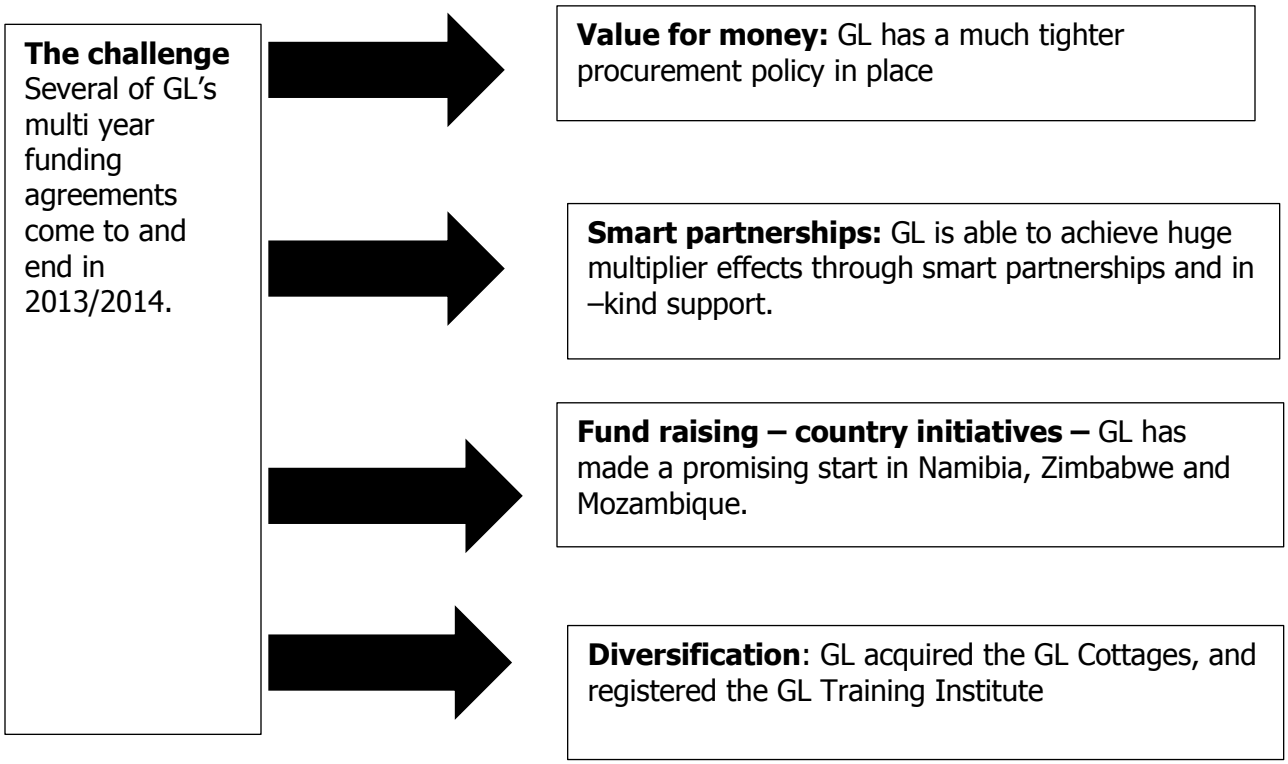
Table 21 summarises the organisation's funding position over the next three years, with a healthy position in 2013, and increasing gaps in the subsequent years, but overall nearly three quarters of funding requirements in hand or under negotiation through to

2015. This is not an abnormal situation for an NGO and indeed puts GL in a relatively secure position since the adoption of its 2010-2015 strategy, updated after the receipt of PPA funds (see Section 3.5). Key achievements this year include raising nearly one third of all new funds in-country; leveraging substantial in-kind support; attracting major bilateral donors such as Sida back to the funding portfolio; and succeeding in several open bids for EU funds. GL's success rate in the 23 major funding applications made since March 2012 is around 60% to 70% of amounts bid for. This underscores the high quality and strategic approach to fund raising.

GL also continues to diversify its fund raising through the GL Services arm that includes the GL Cottages (a residential facility hired out for training and workshops); sales of books and publications; as well as periodic consultancy work that leverages the brand and adds value to programmes.

While GL's financial position has improved, sustainability remains a key challenge, especially as the organisation grows and opens new offices. As detailed in the financial review later in this report, GL's secured funding tapers off considerably after 2012/2013. This has resulted in a four-prong strategy: realising greater value for money; leveraging off smart partnerships; fund raising, particularly tapping in-country resources now that GL has registered more offices; diversification;

Financial sustainability strategy



Value for Money

Financial planning:

The organisation has a sound budget development process with a management system which tracks the process effectively and consistently. At the beginning of the financial year, budget lines are developed according to the logframe that is in line with donor projects and agreed donor budgets. The Pastel accounting system facilitates the creation of separate donor and project reports. The reports show the budgeted amounts, the expenditure to date and the remaining funds per budget line. All expenditure items are allocated to particular budget lines according to the projects. The Director of Corporate Services and the Chief Executive Officer check these when approving payments.

All entries are entered into the accounting system and monthly reports are prepared for management. The financial reports are reviewed rigorously at the monthly budget review meetings where any signs of potential over expenditure and under utilisation of funds are identified and discussed. Decisions to revise the budgets or to engage with donors on potential reallocations of funds are taken and acted upon. At any given point in time the programme managers are able to obtain and interrogate financial reports from the finance department to assist with their planning. This system ensures that programme managers keep track of their project funds and can detect any errors that might have occurred as well as plan and direct their projects in line with available funds.

Segregation of duties and financial systems:

- There is segregation of duties as the Programme staff raises payment requisitions, the finance assistant processes all payments, the Finance officer performs the first check on all payments and the Finance manager performs the second checking function.
- All payments are presented to the CEO for signing and the deputy director acts as the second signatory.
- All payments require two signatures.
- The finance unit record all transactions in the Pastel accounting system and performs the bank reconciliations monthly. All entries are checked by the finance officer, reviewed and authorised by the finance manager who then prepares management reports.
- The internal auditor checks the reports and accounting system and ensures these are correct.
- The management team together with the CEO, finance manager and programme managers analyse the financial reports and ensures that any deviations are taken care of. This process informs the implementation of the programmes

Financial oversight

Effective financial management helps an organisation with managing its budget, allocating resources, tracking expenditure and making decisions supported by an understanding between costs and performance. GL's finance function competently captures all the financial transactions and accurately reports on the position of each and every project. Programme

expenditure is monitored diligently to avoid over or under spending without compromising delivery. Most budget holders fully understand their budgets, the cost of their activities and the value of their intended outcomes. Programme and budget review meetings are held every month and managers have to come up with innovative ways of delivering their set outcomes by leveraging on the available resources. These may involve seeking smart partnerships, in kind support or dovetailing events as explained above. The outcome of these meetings informs the direction of the projects. Through financial management, GL's resources are directed and controlled in such a way that maximises benefit and reduces costs to ensure value for money as we achieve the organisation's set goals.

Robust financial accountability and auditing arrangements:

- Project planning and budgeting is done by programme managers, the finance unit is responsible for checking and consolidation of the overall budgets, the recording of transactions, enforcing internal controls and producing accurate financial reports for management and programme staff.
- The internal auditor check s the accounting reports versus the accounting records once a month.
- The CEO and management team are responsible for the tracking expenditure on all budget lines. The variances are analysed and rectified.
- An external audit is conducted annually.

Administrative costs

- Administrative costs are kept to strictly 7% or less of the total budget through monthly monitoring. Any substantial deviations are analysed and corrective measures implemented.
- Telephone print outs, monthly Internet usage and car log book are used to monitor usage and ensure that staff time is optimally utilised.
- Use of email, cyber dialogues and skype with satellite and field offices reduces telephone costs.
- In four GL field/satellite offices, partnerships with local government associations have resulted in office space being provided free or at reduced cost. Working from within local association offices helps to ensure synergy, mainstreaming and cost cutting, eg transport to remote locations.

Procurement

- GL has appointed a Procurement officer with KPI's on sourcing quotations, establishing suppliers' databases and producing monthly cost savings reports for management.
- GL established a suppliers' database for recurring costs like hotels, conferencing venues and local travel in all the SADC countries where these services are required to ensure that the most cost effective suppliers are engaged and eliminate the need to phone around every time there is an accommodation or conferencing venue request and this saves time and communication costs.
- Air travel is one of GL's main cost and the Procurement officer sources flights online and only engage the travel agent on complex and group bookings. This enables GL to access cheaper flights online where these are available and to

continuously track if the travel agent is delivering value for money in the options they present to us.

- GL continues to source 3 competitive quotations when procuring goods for comparison and negotiating with suppliers for lower prices to ensure products are purchased at the best possible mix of price and quality.
- Reviewing framework arrangements annually and only suppliers who deliver vfm are renewed.
- Quantity discounts are negotiated with hotels and airlines for big events and workshops.
- GL estimates that it saves some R2.4 million annually through in-kind logistic support. For example in Mauritius the Media Trust routinely provides its central venue for use in our activities free of charge. In the DRC (an expensive country) Panos similarly provides its board room for use free of charge.

Rates of return and cost effectiveness

- A cost benefit analysis for costly fixed assets is always done to motivate the benefit for such expenditure in the long run versus the cash outlay. e.g. purchase of the GL premises, big printers.
- Quarterly plans are used as a tool for sharing information between units and identifying any possible synergies between programmes as well as dovetailing events so as to cut costs.
- Partnerships with local organisations are key to ensuring that GL ensures cost effectiveness and GL has become adept in leveraging resources and generating in-kind support. Examples of this can be found in Botswana and Zambia where the country facilitator's are working in the offices of the local government associations at reduced or nominal rates, thereby building relations as well saving on costs. Work in local councils has also seen these organisations carrying some of the costs of venues and catering thereby showing buy-in and commitment from all stakeholders.

Measuring main efficiency savings

GL saved a total of R1.9 million through good procurement systems and planning. The cost savings report is prepared monthly and interrogated by management to ensure that good practices are upheld and any losses are explained and avoided.

Smart partnerships

GL leverages its resources by forming smart partnerships for cost sharing. GL approaches partners with projects that they may have a common interest and discuss how the project can achieve both organisations' set targets and how costs can be shared to realise the intended outcome. A recent example is when GL partnered with the Government of Botswana through their Women's Affairs Department (WAD) to conduct the GBV Indicators Research. The research cost R 2 million; GL contributed 20% and WAD contributed 80% of the resources required.

GL also leverages its advisory services with programme work by accepting consultancy work only where there is a fit with our programme work to ensure that our set targets are still achieved with the resources availed from the consultancy and the planned programme budget can be used cover a wider scope or reallocated to other needy activities. An example is when GL worked with the Government of Namibia and the Government of Seychelles on Gender Mainstreaming where the governments paid for GL's costs and services and the funds that were originally intended for this project were used to bring in more countries than originally planned.

GL also sources in kind donations as a cost saving mechanism. GL partners with local municipalities and other local government bodies who are able to provide in kind support like free venues for workshops and free office spaces for satellite offices. In middle income countries like Mauritius and Botswana, it is difficult to fundraise for our work as donors work through the government and to leverage on the available resources, the country offices source for any kind of support they can get from the municipalities and ministries they work with. Plans are in place to expand this web to private sector as companies usually have social responsibility budgets that can be used to fund particular events or research. GL has started tracking in-kind support – some R2 million in 2010/2011.

Fund raising

Constraints imposed on GL as a result of project funding from the 2006 evaluation
In summary these include:

- The enormous workload of its Finance Manager (a part-time accountant) in managing separate accounts for up to 24 donors and preparing their financial reports across widely differing time frames for different contracts with different reporting requirements and formats. This workload increases the costs of GL.
- The enormous workload of its ED in having to seek out and establish contact with so many donors, holding meetings with them, preparing funding applications, monitoring the income and expenditure for each donor separately along with the Finance Manager, and writing all the narrative reports across widely differing times frames for different contracts with different reporting requirements and formats. *During 2005 the ED at various times submitted 36 reports to 13 donors and 22 new funding applications for the coming year*.
- The serious and time consuming impact that the above has on the otherwise overloaded work schedule of the ED that also includes overall staff management, strategic planning, bi-weekly and quarterly programme planning and performance monitoring, networking, building the profile of the organisation, mentoring and coaching, reporting to the Board and being extensively involved in the substantive implementation of projects and programmes.
- The serious implications for retaining staff on short 1-year contracts (with one exception) and the job insecurity that it causes among staff, as well as the resulting pressure on the ED in terms of having to succeed in continuously raising funds to address this situation.

Since 2005, GL has tripled its funding base to the current level of about R30 million per annum, but not made much headway in the establishment of a basket fund:

- GL's traditional funders in the media sector (eg FES, OSISA, Mott Foundation and until recent NIZA) are foundations that have specific requirements and are not readily amenable to pooling arrangements. An exception is Hivos, that has been open to such an arrangement, and is one of the few donors that over six years has provided GL core support.

- Among the foundations, there is at times a tension between the foundations being both donor and implementer. NIZA has now closed down its grant making facility altogether and become an advocacy agency sometimes in partnership with its former grantees. OSISA also seems to be moving in this direction. GL is currently not receiving any funds from OSISA, despite having submitted an application in April. OSISA, like other foundations, also walks a tight rope between continuing support for grantees and assisting new entrants; a role that OSISA played for GL in its formative years.
- GL has over the year received ad hoc funding from UN agencies. Again, this tends to be very project and time specific. The biggest current source of UN funding is through the UNIFEM Violence Against Women Trust Fund that has a specific *modus operandi* that is not amenable to pooling arrangements.
- Although GL has increased its pool of bilateral donors significantly over the last five years, the biggest source of increase in funding has come from two global civil society funds put out to open tender by the British government (Governance and Transparency Fund, PPA) and the Dutch government (MDG 3 Fund). The fact that GL has been successful in tendering for these funds against stiff competition underscores the growth of the organisation and confidence in its institutional capability. However, these funds have specific objectives, outputs and timeframes that are not amenable to pooling arrangements. The major challenge is to cultivate relations with these two bilateral donors during this period in the hope of transitioning into regular funding arrangements with them after the life of the funds, which are once off funds.
- GL's other two major bilateral donors at this time are DANIDA and SIDA (country funds in Zimbabwe). DANIDA indicated that it might be able to consider basket funding after the completion of the first grant (February 2010) and that it would be most comfortable doing so with a Scandinavian bilateral partner. Unfortunately, SIDA has indicated that this will not be possible.

A note on Scandinavian funding

In August 2009 the CEO undertook a visit to Norway (facilitated by our long time partner, the Norwegian Council on Africa) and Sweden to gain a better understanding of the funding possibilities from Scandinavia, especially in the current climate. She concluded that there are several entry points, all of which GL has in some way explored (and should explore further) but that these are not necessarily simple and straightforward. In particular, they also involve working through and with Scandinavian NGOs whose funds also have certain specific criteria. are able to be part of basket funding arrangements, especially with their governments. Table 17 summarises GL's current (and potential) funding relationships in Scandinavia.

Table 22: Analysis of entry points for Scandinavian funding

ENTRY POINT	BILATERAL DIRECT HQ	REGIONAL OFFICE	NGO
Denmark	Two contracts with DANIDA, one ending Feb 2010 through special fund for African women established by DANIDA. Positive indications for 2010-2013.	None	None so far – IMS?
Norway	Applications can be put in directly to NORAD, due in December. Likely to only continue funding existing partners, advice to pursue funding through NCA/FOKUS.	None	Four year funding from FOKUS (TV campaign) through Norwegian Council for Africa. Possibility for extension with NORAD as back donor. Positive indication for three year application; could be extended to five.
			GL has rcvd funding through Norwegian Church AID for two years; positive indications for the future.
Sweden	Cutting back on funding partners; new white paper emphasises conflict resolution. Unlikely source in near future.	Four year relationship with the HIV and AIDS programme head quartered in Lusaka. Sida has funded research/roll out of HIV and AIDS policies in newsrooms.	GL has rcvd funding through Diakonia over three years; positive indications for the future. Need to explore other possible openings eg Olof Palme Foundation.

In country fund-raising strategy

Table 13 is an example of a unit cost analysis (cost per council per local government COE in GL countries of operation) to illustrate how GL is using VfM analysis to enhance sustainability strategies. The table shows that:

- Cost per council ranges from R 6,000 in Mauritius to R 50,000 in Mozambique.
- Key variables include size of country and cost of living, as well as the extent of development which determines whether or not in-kind resources can be raised.
- Although Mauritius is a high cost, middle income country where it is not easy to raise donor funds in-country, distances are short; the island is relatively affluent, and the director has proved adept at raising in-kind resources. Councils provide free facilities, bringing the cost per council down to the lowest of the ten countries.
- Some high cost countries eg Zimbabwe (R 45,000 per council) have been able to cover their costs through local fund-raising.

Table 23: Using unit cost analysis of COE's to inform country strategies

COUNTRY	COST PER COUNCIL- Rands	IN- COUNTRY FUNDING	COMMENT	STRATEGY
Middle income				
Mauritius	6 000	Not yet – application to EU	High in-kind support from councils and government ministries. A small country and cheaper travel costs.	It is more difficult to raise funds in middle than low income countries though there are some prospects with the EU and Namibia has raised funds from NEPAD. Mauritius in-kind leveraging needs to be applied in Botswana.
Botswana	35 000	Not yet – application to EU	Big country with highly dispersed councils and therefore high travel costs High catering and accommodation costs.	
Namibia	26 000	Yes – NEPAD	Moderate costs due to in-kind support, stable economy	
High growth, approaching middle income				
Zambia	45 000	GBV indicators – UN	High operational costs. Large country.	As Zambia's economic circumstances improve, greater in kind leveraging needs to be explored.
Potentially middle income – politically unstable				
Swaziland	17 000	Not yet – potential UNDP/UNFPA/USAID	Small country.	GL fortunate to have been able to raise funds in Zimbabwe; needs to take advantage of recent registration in Swaziland to raise funds there.
Zimbabwe	45 000	Yes, Sida and UNWOMEN	High cost country due to political and economic instability.	
Least developed countries				
Madagascar	30 000	Partially – UNDP and UNFPA	Big country with highly dispersed councils and therefore high travel costs. High operational costs as a result of economic and political instability.	Prospects for in-kind support in LDC's low as the councils and government ministries are cash strapped. However it is easier to raise funds in these countries. Madagascar and Lesotho have made a good start. Mozambique, with the highest unit cost, requires effort.
Lesotho	29 000	Yes – EU	Highly mountainous terrain with high travel costs using 4x4 cars from Maseru.	
Mozambique	50 000	Not yet	Large country; high travel and logistic costs	

- Low income countries, including Lesotho, Madagascar and Mozambique have the most possibilities for raising donor resources. Lesotho and Madagascar have come a long way in raising their own resources.
- As a high cost, low income, vast country, with few options for in-country fund raising, Mozambique must raise its own funds to complement PPA funding and remain sustainable.
- Two other GL offices that have been put on notice are Botswana (middle income, difficult to raise funds, but so far limited in-kind support) and Swaziland (potentially middle income, politically volatile and GL's newest operation).
- The unit cost analysis have proven to be the most objective way for the Country Operations Manager to engage with Country Managers about what support they can expect through flexible funding, and their KPA's for fund raising that are built into performance agreements.

GL strategy to ensure alignment and synergy

In the absence of a basket fund, GL has tried to ensure synergy and alignment in its funding arrangements by seeking to:

- Obtain multi-year funds.
- Align these to our financial year (March to February)
- Get donors to agree to one overall audit conducted annually, in which specific audits can be conducted of their funds should they require this.
- Agree to use of one bank account.

Although this has not been possible in all cases, significant progress has been made – see Table 24.

Table 24: Alignment of funding agreements

Donors	**2010/2011**	**2011/2012**	**2012/2013**
Total no.	9	11	11
Total no. with three year agreements	5	4	5
Total no of reports	23	22	23
Align with FY	5	2	3
Contracts allow one audit at the same time	All except MDG	All 5 separate donor audits were done earlier than GL audit due to earlier deadlines than GL AGM	All separate donor audits will be done earlier than GL audit due to earlier deadlines than GL year end and AGM

The table shows that:

- The total number of donors in the coming year remains at 11.
- The number of donors with three year agreements decreased to 4 in 2011/2012 and is expected to go back to 5 in the coming FY although this figure could increase when some of the applications outlined in the funding report materialise.

- The total number reports declined slightly in 2011/2012 but it is expected to go up again the coming FY.
- As applications are concluded at different times during the year, it is becoming difficult to align grant financial periods to GL's financial year. The April 2012 Board meeting decided to change GL's financial year from February to December (calendar year) to give enough time for preparation of the audit for the Board meeting in April/May each year, give the increased size of the office and budget.
- Hivos is the only donor that accepts GL's annual report as the report for its funds. This FY GL will prepare 23 financial/ narrative reports for the 12 donors from which it is receiving funds.

Approach taken in the 2010-2015 strategy: budget support

In light of the challenges described in establishing a basket fund, GL has taken a pragmatic approach in the construction of the 2010 to 2015 budget. This includes:

- An activity or project based approach so that it is clear how the budget is linked to the POA, but with a section at the end that includes cross cutting costs of staff not directly linked to projects (eg ED, finance manager and corporate staff); capital costs (3%); operational costs (10%); monitoring and evaluation (2%).
- A clear indication of what resources have already been secured or are under negotiation and likely to be secured against which projects, and how each donor is contributing to the cross cutting costs.
- A clear indication of where the gaps are.

In essence what this amounts to is that while each donor's funds are tied to specific projects:

- The funds contribute to one overall strategy and plan, and there is no duplication.
- All donors make some contribution contribute to core or cross cutting costs.

The approach, discussed at the round table of donors convened by DANIDA in October 2009, might best be described as budget support. It remains a complex financial engineering exercise for us. Clearly a basket arrangement where contributions are made against the overall plan and not tied to specific budget lines, with one or two overall reports made annually to all funders would be much simpler and organisationally sounder.

Flexible funding

In 2011, GL received its first flexible core funding from DFID – PPA (about 25% of the budget). This has allowed GL to broaden and deepen its programme work (the COE's in media and governance, extending GBV indicators etc), as well as improve institutional effectiveness and results for change.

The case for flexible funding

The GL programme is by its nature visionary and strategic. Daring to tread where others have hesitated, a small but focused organisation has used its base in a progressive SADC country to start a movement for social change that is evidence-based; creates

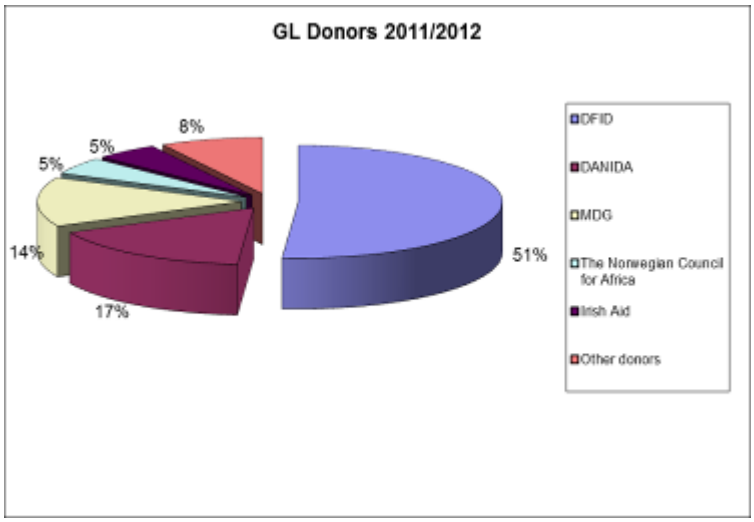
linkages from local through to international level; builds alliances and coalitions. This "small organisation with large footprints" has successfully negotiated the fine line of when to be critical of, and when to co-operate with governments. In its programme areas GL has chosen to focus on critical gaps within gender advocacy that include the media (both as a tool and site for transformation); local government and a holistic approach to gender justice that includes economic justice. These highly integrated programmes (referred to within GL as a "spider's web") demonstrate in tangible ways the link between gender equality; voice; citizen participation; responsive governance and poverty reduction. A programme of this nature requires a degree of flexibility within the well-defined framework that the Gender Protocol provides. Strategic funding allows GL to focus on the long-term goals intrinsic to any process of social change without compromising on the agreed deliverables for the funding period.

Diversity of funding portfolio

Table 25: Funds received from donors 2008/2009 to 2010/2011

GL Donors	2008-2009		2009-2010		2010-2011	
	EUR	%age	EUR	%age	EUR	%age
Bilateral donors (DANIDA, Netherlands, DFID)	1 703 904	69.41%	2 415 040	82.93%	1 944 621	80.42%
Foundations and private funds	626 012	25.50%	475 113	16.32%	406 268	16.80%
International organisations including the UN	124 939	5.09%	21 913	0.75%	67 247	2.78%
Total	**2 454 855**	**100.00%**	**2 912 066**	**100.00%**	**2 418 136**	**100.00%**

Table 25 shows the mix of funds received over the past three years, with the trend towards a higher proportion of bilateral donor funds (80% in 2010/2011) as compared to foundations and private funds (17% in 2010/2011) and UN funds (3%). Bilateral donors include the UK Government's Department for International Development, the Danish Development Agency and the Netherlands Government's MDG3 Fund.



In 2010/2011, DFID was GL's biggest donor contributing 41% of the total income received. In 2011/2012, GL became a recipient of another DFID fund, the PPA and this increased the percentage of funds received from DFID to 51%. It is not ideal for an organisation to receive more than half of its funds from one donor for sustainability reasons. GL has

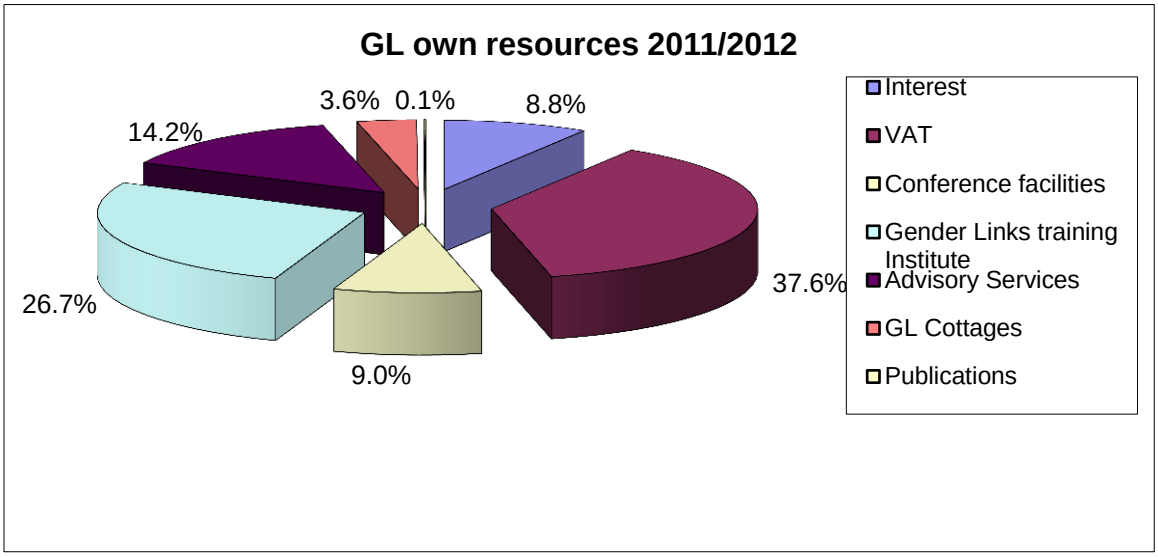
been vigorously fundraising from other donors both at global and at country levels. This scenario will change as we start to receive funds from local country donors.

By August 2012, GL had submitted 21 applications; some are already under negotiation. Six applications are to the European Union for different countries, 5 to UN agencies, 3 to other governmental aid agencies and 6 to foundations including OSISA, the Norwegian Church Aid and Diakonia. We also see the benefits of GL's geographical spread as onlynine of these applications are for regional work and the rest are for in country funding, with Namibia leading with three applications. There are a number of other donors that GL is pursuing that have not been captured in the table above as they are not yet close to fruition.

A lot of in kind support from partners and government continues to be sourced where it is possible to assist with cost cutting and stretch the funds available to cover other project expenses. As the new financial year starts, the fundraising efforts will continue to form part of managerial staff performance indicators and we are certain that some grants will be awarded.

Diversification

Own resources



GL has managed to maintain own resources at 10% of the total income received in the past period. The graph shows the biggest own funds generator is advisory services followed by interest and VAT.

Endowment fund

As part of long term sustainability, GL has invested some of the funds generated through own resources in medium to longer term vehicles every year. Towards the end of 2008, Gl established an R2 million endowment fund. We are expecting the fund to grow to over R3 million by the time it matures realising an overall growth of 50%.

In 2009 GL purchased a second house for its operations worth R2 million. GL invested an additional R500,000 in the construction of an additional office block on the new property bringing the total long term investment in that year to R2,5 million. In 2012, GL will invest further reserve funds in the endowment fund which achieved a growth of 13% in two years (well above interest rates) despite the financial down turn and start up costs.

The Gender Links Training Institute

The Gender Links Training Institute (GTI) is an independent income generation arm of the non-profit organisation Gender Links. The Institute is a year old. In the first year of operation the GTI signed contracts with two UN agencies and one donor to run and administer training. In 2011/2012, the GTI generated R3, 489, 760 in revenue. The GTI ran 15 workshops with 379 people, 366 women and 31 men. In Ethiopia, Kenya and Liberia the GTI administered workshops for three of the Danish International Development Agency (DANIDA) Women in Africa grantees for 52 people, 25 women and 27 men.

Advisory Services

GL has continued to pursue opportunities for leveraging its work through providing consultancy services where these add value to programme work and can contribute to sustainability. In 2011/2012, GL undertook the following consultancies:

Advisory Service Category	**Organisation**
Gender and local government	GIZ: Lesotho and Namibia
Gender audits and mainstreaming	Namibia Ministry of Gender Equality and Child Welfare; Norwegian Church Aid; Seychelles Government - Gender Unit
Research	World Bank
Institutional support and training	International IDEA;

Feedback following International IDEA workshops

"Thank you for giving us a heads up on how we are doing. It is amazing how one can take things for granted. Colleagues were indeed energised by the workshop and I believe now better informed looking ahead." *Ambassador Mustaq Moorad Regional Director for Africa, International IDEA. Pretoria, South Africa*

"Thank you very much for your message but specially for your professionalism and human touch. I enjoyed very much every minute of our workshop, have a lot of fun and learned a lot." - *Dr. Daniel Zovatto Director Regional para América Latina y el Caribe; International IDEA San José, Costa Rica*

GL's Advisory Services in the past year focused largely on institutional support and gender mainstreaming. GL spent significant time working with gender ministries in Namibia and Seychelles in developing gender policies and action plans aligned to the SADC Gender Protocol. The World Bank contracted Gender Links to review and analyse South Africa's' New Growth Path strategy document from a gender perspective.

GL collaborated with International IDEA on developing a gender score

card for the organisation starting from its headquarters in Stockholm; cascading the training to offices in Latin America, Nepal and Africa office. Gender mainstreaming at local government presents opportunities for GL to collaborate with local government authorities across the SADC region providing training.

GL will continue to target SADC governments to align their policies and action plans to the SADC Gender Protocol. The years leading to 2015 are strategic as SADC governments are under pressure to meet the targets they have set for themselves.

GL Cottages

GL took a big leap of faith investing in GL Cottages in March 2011. Findings that the organisation spent close to a million rand a year on accommodation within Johannesburg persuaded the board and senior management to make the purchase.

The GL Cottages is a Three Star Guest House that provides accommodation and conferencing facilities. The establishment offers 19 single rooms, two conference centres, one dining room, laundry service, internet access, and recreational facilities (swimming pool, braai areas, walking trail).

Vision

To provide a diverse range of guests with accommodation, recreation and conferencing facilities at competitive rates that offer good value for money and contribute to social justice while affording guests a memorable, eco-friendly experience.

Mission

This will be achieved through becoming a destination of choice to all our clientele; providing world-class service standards while responding to the **needs** and **wants** of our clientele in a **profitable manner**.

Shared values

- To treat our clientele with courtesy and respect
- To be flexible and responsive
- To insist on the highest standards of ethics and integrity
- Exhibiting good corporate citizenship

GL believed that it could develop a unique **social entrepreneurship** model, marketing the facility to non-governmental organisations (NGOs), tapping in on NGO conferencing; eco tourism; the academic community; donor and other like-minded ventures.

Going the extra mile:
One of GL Cottage's strengths is the ability to meet the clients' needs. In the case of the Nelson Mandela Children's Fund, our capacity was over stretched in terms of rooms and even bedding. We needed to accommodate a group of 70, including 55 children. Creative solutions included converting the smaller conference room into a dormitory in order to accommodate the high numbers. We did not have enough beds and had to explore the option of renting beds, we even called on GL colleagues to assist with personal blankets to meet the demand of this group. It was a challenging event; however, as a team we pulled resources together and were able to host the group for four days.

During the 2011-2012 financial year, GL Cottages realised a gross profit of 25% and a net profit of 4.4% The reduced net profit was a direct result of profits being reinvested in upgrading and maintaining the property. The upgrading work undertaken saw the commercial value of the property increase by 10.9%.

GL Photos, Publications and Productions
Sales for photos, publications, and productions are low for the 2011/2012 period due a number of internal and eternal factors. Internally the Communications Unit dissolved due to funding constraints and a decision to out source these functions. Externally, the service provider developing the e-shop and on-line payment caused further delays to the marketing process by failing to meet deadlines for synchronising the e-shop and on line payment facilities.

However, there are positive developments. The Chief Executive Officer visited African Books Collective (ABC) a UK-based commercial book distributor, in February 2012. She delivered a full set of Gender Links publications and deliberated on strategic issues relating to marketing GL productions. GL has entered into a Memorandum of Understanding with ABC supporting the marketing and distribution of GL productions within Europe and America. The GL E Shop, http://www.genderlinks.org.za/page/shop , is now fully functional with payments processing done online. The shop provides a variety of photos, publications, and productions. A systematic plan to upload photos to the E Shop on a monthly basis is in motion. This will broaden selection for buyers and increase chances for purchases. For publications and productions, the strategy includes partnerships with commercial book distributors. The exercise targets commercial book distributors within the SADC region and beyond, including academic and institutions of higher learning.

Key focus 2012-2015
- Set VFM targets and improve tracking of cost savings as a result of good procurement; leveraging and in-kind support.
- Improve financial reporting systems and transactions through automation at country level.
- Analyse success rate of fund raising efforts, use these to refine future strategies.
- Seek to ensure that at least 25% of funds are in the form of core support and flexible funding.
- Ensure generation of 10% own resources through diversification, setting higher targets for GTI, GL Cottages, the endowment fund, and advisory services.

ANNEX A: COMPARATIVE ANALYSIS OF THE GL SCORE CARD 2009 -2012

NO.	KEY PERFORMANCE AREA	GL Score 2009	GL Score 2010	Evaluator Score 2011	GL Score 2012
STRATEGIC POSITIONING					
Vision, mission and core values					
1	GL has a clear vision, mission and core values	10	8.9	10	8.8
2	The vision, mission and core values are known & internalized by governance, management & staff and shared with new governance, management and staff	7.8	8	10	7.9
3	The vision, mission and core values are regularly reviewed to ensure relevance	8	8	10	8.3
Formulation of relevant strategies					
4	GL understands and regularly reviews the political context within which it works	8.5	8.1	10	7.9
5	GL has clear, comprehensive strategies	8.5	7.8	10	8.6
6	The strategies have been developed in a participatory manner and are well known by the whole team	7.8	6.8	10	8
7	The strategies are reviewed regularly	8	7.8	10	8.4
	Legitimacy for its work				
8	GL has a strategy for communicating about itself (e.g. brochures, flyers, annual reports etc.)	8.9	9.5	10	9.2
9	GL is a well known player within its field confirmed by its participation in public thematic discussion/debates, being used as a reference point, invitation to give talks/contribution in different forums etc.	9.4	8.8	9	7.8
10	GL regularly disseminates information and/or shares learning and insights from its work with other interested parties through organised forums.	8.7	8.4	10	8.5
GOVERNANCE					
Governance structures					
11	GL has an independent governing body (Board) besides the management team with a clear demarcation of roles and responsibilities	8.8	8.8	9	8.3
12	The Board meets regularly, minutes are taken and maintained	8.7	9.2	10	8.3
13	The Board plays its oversight role and policy direction in GL	8.2	8.5	10	8.1
14	The Board has equal gender representation	5.7	5.8	5	5.5
15	The Board is renewed regularly	6.5	7	7	7.2
16	GL has a clear governing constitution that is reviewed and updated regularly	8.5	8.5	9	8.1
Application of democratic rule					

NO.	KEY PERFORMANCE AREA	GL Score 2009	GL Score 2010	Evaluator Score 2011	GL Score 2012
17	The routines and practices of GL are fair and transparent	7.7	7.4	9.5	7.5
18	Decision-makers are held accountable for the decisions they make	8.2	8.4	10	7.6
19	There are clear, formal lines/systems for decision making that involve as broad participation as practical	7.7	7.8	10	7.5
20	GL does not exclude participation by people on account of their sex, ethnic or religious affiliation	9.3	9.2	10	8.9
PARTNERSHIPS AND TARGET GROUPS					
21	Findings from these follow-ups are usually discussed in relevant forums	8	7.4	10	7.9
22	GL has well defined target groups	8.1	8.5	10	8.3
23	GL is known by the defined target groups	7.8	8.1	9	7.6
24	The relationship between GL and the target group is alive – characterised by free interaction and expression.	8.1	7.7	8.5	7.7
25	Target group accepts/appreciates the work of GL as addressing their needs.	7.8	7.7	9	7.9
26	GL has partnerships with national and external NGOs	8.5	8.3	10	8.3
27	GL has a mechanism for involving the target group in its processes e.g. planning, monitoring and review	7.7	7.6	9	7.4
28	Feedback from the target group is taken seriously by GL and is always acted upon	7.5	7.6	10	7.4
29	GL conveys relevant information to the target group effectively and on a timely basis	7.9	7.5	9	7
30	GL actively participates in relevant networks.	8.7	7.4	10	7.7
31	GL has been involved in joint activities with other network member organisations	8.5	8.2	10	7.9
32	Through the networks GL has been able to acquire new information, work methods, skills etc.	7.9	8.1	10	8.2
33	Those who participate in networks always give feedback to the other relevant staff in GL	7.5	7.1	8.5	6.9
34	GL has leadership/coordination role in some of the networks	8.4	8.5	10	7.8
35	GL regularly reviews participation in networks to ascertain those that are beneficial and those that are not	8.3	7.5	10	7.4
PROGRAMME OF ACTION					
Planning for implementation					
36	GL has a strategic plan aligned to the vision and mission	9.3	9.5	10	8.9

NO.	KEY PERFORMANCE AREA	GL Score 2009	GL Score 2010	Evaluator Score 2011	GL Score 2012
37	GL has annual plans drawn from the strategic plan	9.3	9.1	10	8.8
38	Planning is done in an integrated and participatory manner and is understood by everyone involved in implementation	8.3	7.9	9	8
39	The plan clearly defines the expected activities, indicators and results and is used for monitoring and evaluation	8.2	8.4	10	8.5
40	Planning takes into account the gender perspective and PLWA	7.9	6.8	9	7.9
41	Planning takes into account the PLWA	6.9	6.6	9	7.6
42	There is flexibility for the planned activities to be adjusted in case of significant changes during the implementation period	7.1	7.2	8	7.6
Working methods					
43	GL's working methods are reflected in the policy and other steering documents	8.3	8	10	8
44	GL allows its stakeholders to critically and openly examine the work methods; GL responds constructively to feedback from stakeholders	8.2	7.5	10	7.6
45	Work methods are regularly reviewed in a participatory manner	7.8	8.3	10	7.6
Reporting and documentation					
46	GL documents what it considers important either for dissemination or for archiving	9.2	9	10	8.8
47	GL reports to the donors on a timely basis according to their requirements	9.4	9.3	10	9
Follow up					
48	GL has systems, tools and routines for regular follow-up to compare quality and quantity of results against plans and ensures that follow up takes place	8.2	7.8	10	8.4
RESULTS FOR CHANGE: MONITORING, EVALUATION, KNOWLEDGE, AND LEARNING					
49	GL has internal project monitoring, evaluation and management systems and indications on how they contribute to good, accountable performance by GL.	8.3	8	10	8.7
50	GL has mechanisms to monitor & support operationalisation of amended and/or new policies	8.3	7.8	10	8.1
51	Organisational reporting is based on results rather than just on activities	7.9	9.1	8	8
52	GL has a mechanism of incorporating new learning and experiences from these follow-ups into future plans; these are reviewed regularly to ensure relevance and effectiveness	7.7	7.9	10	8.2

NO.	KEY PERFORMANCE AREA	GL Score 2009	GL Score 2010	Evaluator Score 2011	GL Score 2012
53	GL uses both quantitative and qualitative methods to document results	8.2	8.1	10	8.7
54	GL packages and communicates the results of its work effectively and to a variety of relevant stakeholders	9.5	9.2	9	8.3
INSTITUTIONAL EFFECTIVENESS					
Human resources					
Selection and recruitment					
55	GL has a recruitment policy that is applied in all cases	8	7.4	9	8.2
56	All positions in GL have clear and operationalised job descriptions	7.6	7.1	10	8.5
57	All people working in GL have relevant qualifications, skills and experience	8.3	8.1	10	8.1
58	GL has engaged enough people commensurate to the planned activities.	7	7.3	8.5	7.5
Capacity building					
59	GL has a staff development policy; encourages learning and supports capacity building; regularly updates the knowledge of staff through relevant refresher courses/workshops	7.2	7.2	9	7.4
Roles and responsibilities					
60	GL has a documented structure that is known to staff members; Duties and responsibilities area allocated according to the structure	8.6	8.2	9	8.5
61	Every member of staff has a clear job description stating the responsibilities and the reporting lines	7.8	7.8	9	8.3
62	The structure is regularly reviewed, especially when strategies change and the structure effectively facilitates coordination of activities	7.4	8.2	10	7.8
Performance, discipline and reward					
63	There a system of appraising staff performance periodically in order to identify capacity gaps and also assess rewards and incentives?	8.4	8.6	10	8.3
64	Cases of poor performance are addressed effectively	7.5	7.6	9	7.1
Work environment and communication					
65	Staff have regular staff meeting where they are able to freely express their feelings and opinions	7.5	6.5	10	7.2
66	The relationship between the management and staff is cordial	7.2	6.9	9	7.9
67	GL have a clear and effective mechanism for handling staff grievances as well as cases of indiscipline.	7.2	6.3	9	6.9

NO.	KEY PERFORMANCE AREA	GL Score 2009	GL Score 2010	Evaluator Score 2011	GL Score 2012
68	Management does not discriminate against staff on account of their sex, ethnic or religious affiliation	9.3	8.5	10	8.9
69	GL has HIV and gender workplace policies that are well known and implemented	7.7	7.7	9	7.5
70	GL has a wellness programme that is budgeted and assists staff to cope with balancing work and other needs.	7	8.2	10	7.2
Physical resources					
71	GL has comfortable and pleasant working space	6.3	7.1	8.9	7.8
72	Staff have the equipment and resources they need to be able to work	8.6	8	9	7.9
73	There is space for meetings and interactive events	7.9	8.1	10	8
74	GL ensures that its physical assets are insured, safe and secure at all times	8.6	9.1	10	8.5
Electronic resources					
75	There is formal procedure manual of hardware, software and instructions on the use for organisational information systems	8.5	8.6	10	8.1
76	Staff are trained and receive support in how to use IT effectively	7.6	8.1	9	8.2
77	Technical problems are solved within short periods of time without disrupting work.	7.2	8.8	8.5	8.2
Administrative and financial routines					
78	GL has an administrative and operational policy that is in use.	8.9	9.2	9	8.8
79	There are established systems and routines in all areas of GL work; these are clear and transparent.	8.5	8.5	9	8.3
80	Administrative decisions are made in an effective manner (consistently and promptly)	8.2	7.6	9	8
SUSTAINABILITY AND DIVERSIFICATION					
Financial policies and procedures					
81	GL has a written financial policy that is in use	9.1	8.8	10	8.3
82	GL has committed and qualified finance manager/accountant to carry out all finance related activities of the organisation	9.5	9.1	10	8.9
83	The CEO has a basic understanding of financial accounting	9.5	9.4	10	9.1
84	GL has a written purchasing and procurement policy that is in use	8.9	9	10	8.9
85	GL has a comprehensive fixed assets policy	8.3	8.8	10	8.8
86	GL has the ability and capacity to develop good proposals for donor funding	9.5	9.3	10	9.2

NO.	KEY PERFORMANCE AREA	GL Score 2009	GL Score 2010	Evaluator Score 2011	GL Score 2012
87	The accounting system provides for accumulating and recording expenditures by grant and cost category shown in the approved budget	9.3	9.2	10	8.8
88	All vouchers are filed with all original supporting documents chronologically	8.7	9.1	10	8.5
89	Monthly management reports are generated and reviewed	7	9.1	10	8.5
90	Rejected transactions are promptly analysed and corrected by a supervisor	8.6	8.5	10	8.3
91	Backup copies are maintained and stored in a secure, fire resistant area?	8.8	8.5	10	8
92	GL has no difficulty with financial reports to donors – accuracy and timeliness	9.3	9.3	10	8.9
93	There budgeting procedures in place and budgets are taken seriously	9.2	9.4	10	9
94	Accounts are audited annually and comments by auditors taken seriously to improve financial management	9.5	9.4	10	9.2
Value for money					
95	GL ensures value for money from service providers	8.9	8.6	10	8.9
96	Travel is managed carefully to ensure best value for money and lack of wastage due to cancellation, change of plans etc.	8.3	8.2	10	8.7
97	All staff, especially managers, are trained in financial systems and held accountable for any transactions they are involved in or budgets that they manage.	7.1	8	8.5	8.4
Long term financial planning and fund raising					
98	GL's resource mobilisation strategy embeds sustainability needs	8.6	8.5	8.5	8.4
99	GL has diversified sources of funding	8.8	8.8	8.5	8.4
100	GL has/is building an asset base	8.7	9.1	10	8.7
	TOTAL	823.2	818.2	951.9	813.7
	PERCENTAGE	82%	82%	95%	81%

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