



## **GL STRATEGY 2015-2020**





# CONTENTS

GL in Brief	
Vision and mission	
Foreword	
GL Vision 2020	
Executive summary	
Situation analysis	
Strategic positioning	
Partnerships	
Programme of Action	
Cross cutting programmes	
Results for change – Monitoring, Evaluation, Knowledge, Learning and Innovation	
Institutional effectiveness	
Financial management	
Sustainability and diversification	
<b>Annexes</b>	

## About Gender Links



Gender Links (GL) is a leading Southern African Women’s Rights Organisation whose work has been widely acclaimed across the continent. Two times winner of the *Mail and Guardian* “**Investing in the Future Award**”, GL has also received **Top Women, Drivers of Change and African Union** awards for its outstanding contribution to advancing women’s rights in this sub-region.

Formed in **March 2001**, GL is headquartered in Johannesburg, South Africa, with offices in ten Southern African Development Community (SADC) countries, including a Lusophone base in Mozambique and Francophone base in Madagascar.

Described in an evaluation as a “small organisation with a large footprint,” GL has a web of close to 600 partners, with whom it works to promote gender equality.

At the policy level, GL coordinates the **Southern African Gender Protocol Alliance** that campaigned for the adoption of this unique instrument in 2008. Originally aligned to the Millennium Development Goals, the Protocol brings together global and international commitments to gender equality. In 2016, the Protocol was aligned to the **Sustainable Development Goals**. GL and 25 partners produce an annual **Barometer** tracking progress towards attaining gender equality in SADC.

In its **gender and governance** programme GL spearheads the 50/50 campaign in the region. GL has played a key role in putting **gender on the local government agenda**

in ten SADC countries through 432 councils that have joined the **Centres of Excellence for Gender in Local Government**. This includes gender responsive budgeting and service delivery, with new areas like Sexual and Reproductive Health and Rights as well as Climate Change enriching this model. The councils cover a population of 40 million people or 34% of the population in the ten countries where they are found.

Pioneering work on the Sixteen Days of Activism campaign in the **gender justice programme** has expanded to include 365 day action plans to end gender violence. GL has pioneered a way of **measuring gender violence** tested in seven SADC countries, and used to strengthen 365 day National and Local Action Plans for Ending Gender Violence.

GL has worked with **2000 survivors of gender violence to reclaim their lives through entrepreneurship training** linked to local economic development. The programme is anchored by councils that provide support, mentorship, access to finance and infrastructure. An assessment of the pilot phase of this project in 2015 showed that 91% completed a business plan and 79% followed through on the plan. The overall increase in income in 2015 as a result of the project is over \$1 million; a 66% increase. 59% added new products and 54% found new markets; 48% indicated starting a new business and 29% increased the size of their business; 41% opened a bank account and 35% increased email usage. 85% of participants said they now experience less or much less GBV. Rebranded the **Sunrise Campaign** because of the fresh start and new hope that this has given participants, GL has mounted a global campaign to raise funds for sustainable solutions to GBV that change lives and deliver agency.

In twenty years of visionary work GL has reached over 200,000 direct beneficiaries. In an analysis of the **Drivers of Change**, 65% of women said they had become more aware of their rights; an even higher percentage (73%) said they now had greater confidence; 52% said they could claim their rights and 49% had improved their self-image.

As founding chair of the Global Alliance on Gender and the Media (GAMAG) GL is a global and regional **thought leader on gender and the media**. GL works with **108 Centres of Excellence for Gender in the Media**, including twelve public broadcasters and 11 media training institutions that have opted to become **Centres of Excellence for Gender in Media Education**.

GL's visionary social entrepreneurship programme helps to sustain the organisation and contributes to the GL Future Fund. In 2019, GL added a grant making division to GL Services. GL Manages Global Affairs Canada Women Voice and Leadership South Africa Fund.

"I write to express my support for the work by Gender Links to enhance the status of women in the SADC region generally, and in particular their pioneering work on the economic empowerment of survivors of gender violence."

– *Geraldine Fraser Moleketi, Former Special Envoy on Gender to the African Development Bank.*

# VISION AND MISSION

Gender Links (GL) is committed to an inclusive, equal and just society in the public and private space in accordance with the SADC Protocol on Gender and Development.

GL achieves its vision through a people-centred approach guided by the SADC Protocol on Gender and Development that is aligned to the Sustainable Development Goals, Beijing Plus Twenty and Africa Agenda 2063.

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

- Promotes gender equality in and through the media, and in all areas of governance.
- Develops policies and action plans to ensure that gender equality is achieved, especially at the local level.
- Builds the capacity of women, men and all citizens to engage critically in democratic processes that advance equality and justice.
- Conducts campaigns for ending gender violence, HIV and AIDS, economic and climate justice and the rights of marginalised groups.

This mission is achieved through a strong commitment to **results** 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.
- Establishing partnerships for the furtherance of GL goals with governments, NGOs, Community and Faith Based Organisations.
- Creating synergies to sustain the work.
- Monitoring and evaluating progress using appropriate regional and international instruments.
- Learning, knowledge creation and innovation.
- Ensuring value for money – economy, efficiency and effectiveness – in all GL's undertakings.
- Fund raising at country and regional level, including maintaining a diverse portfolio of funders and income generating activities through the GL income generating units.
- Enhancing institutional effectiveness: staff growth and development; efficient and effective use of IT, the purchase and maintenance of physical assets and an enabling environment for work and wellness.

## 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 700,000 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 R 250 000 to 40 staff and a budget in 2011/2012 of close to R 40 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 15<sup>th</sup> 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 makes specific reference to 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 expanded 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 need to regroup, reposition, and redefine the next steps.

***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 (GL News Service)***

Key directions for the future include:

- Stronger relations with media editors.
- 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 software); 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.



**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.

### **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 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.

### **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 be 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 hand accounts of how its work changes lives and women in politics making a difference (hosted 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.

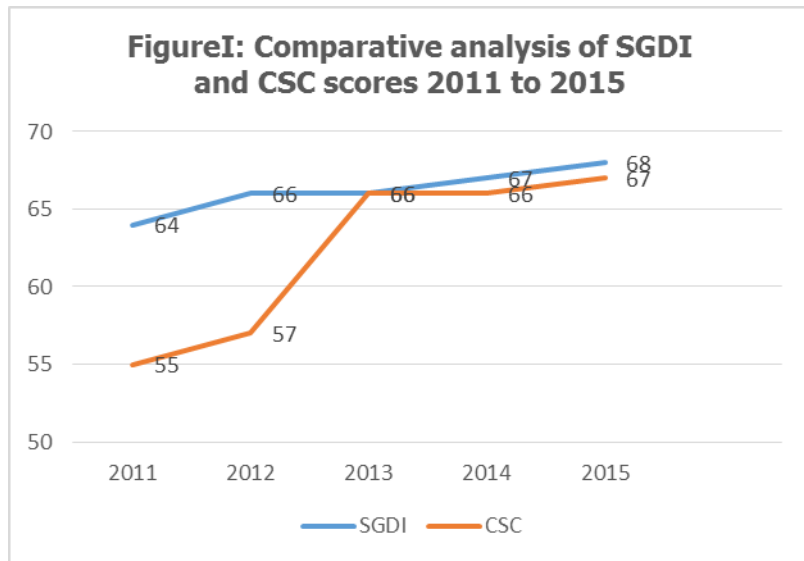
## FOREWORD



As we close in on 2015 – a milestones year for the SADC Protocol on Gender and Development (SGP), it is appropriate to reflect on the progress we have made in the region in terms of achieving the Gender Equality targets of the SGP which was adopted in 2008, with 28 targets to be achieved by 2015.

The SADC Gender Protocol Barometer 2015 – an annual tool produced by Gender Links - points to the evidence that only timid progress has been made in the region towards these targets. Since 2011, our Alliance Programme has been using two indices to track the progress of SADC Member states towards the 28 SGP targets. These are the Citizen Score Card (CSC) which captures perceptions and other intangible factors and the SADC Gender and Development Index (SGDI) which is built on 26 empirical indicators in six sectors

Our evidence-based research thus shows that the SGDI has moved from 64% to 68% since 2011 while the CSC has improved from 55% to 67% as an increasing number of citizens people feel that gender is now on the agenda. Nevertheless, this serves to remind us that at an SGDI of 68% and a CSC of 67%, we



are only two thirds of where we should have been by the end of this year.

2015 also happens to be a turning point for the Global Agenda on Gender Equality. The new Sustainable Development Goals (SDGs) have just been adopted at the United Nations General Assembly. The SDGs comprise 17 goals and 169 targets, including a stand-alone goal for Gender Equality – SDG 5.

In the context of this post-2015 global framework, Gender Links has actively campaigned for the SGP to be reviewed. Gender Ministers meeting in Harare in May 2015 adopted a roadmap for the review of the SGP targets. It was agreed that these should be aligned to the

### SUSTAINABLE DEVELOPMENT GOALS



SDGs, the African Union Agenda 2063, and the Beijing Declaration and Platform for Action.

We welcome the good intentions but we now need to press for implementation. For underneath even the seeming progress on various indicators, the prospect for women in the region to have equal access to their rights is still bleak. Underneath the official figures, there remains a stark difference between men and women's ability to turn their aspirations to achievements. This difference is rooted in deep-seated patriarchal attitudes, customs, and a variety of social institutions. These lead not only to unequal opportunities and outcomes, but even more dispiriting, to unacceptable high levels of violence which are part and parcel of women's daily lives.

Over the next five years, local and national elections are slated across the region. This provides us with yet another window of opportunity to press for Member states to 'walk the talk' in achieving 50/50 representation of women both at the local level and the national level.

It is time for action and results. As we move to the next strategic period (2016-2020), Gender Links has fine-tuned and updated its strategy so that it is better positioned to deliver impactful change.

#### **Enhancing Board Oversight and Effectiveness**

This year, the GL Board was renewed bringing the total number of board members to 14 members. This includes a newly set up Audit Committee with a view to have stronger financial oversight. At our next meeting we plan to set up various sub-committees so that members can bring their various areas of expertise to effective oversight of the organisation.

#### **Looking ahead**

We are fully aware that the funding landscape may present us with challenges in the constantly changing global geo-political and financial environment. Therefore, over the next strategic period, we will escalate our funding efforts in order to ensure long term financial stability. This includes a diversification strategy with the overall aim of growing our Endowment Fund.

As we hone our actions, may I thank all of the stakeholders who continue to believe in and support our work. We are all proud activists of Human Rights. We believe that until women in the SADC region are able to live according to fundamental equal rights, we cannot, we must, not let up in our endeavour to achieve that goal.



Emily Brown  
Chairperson

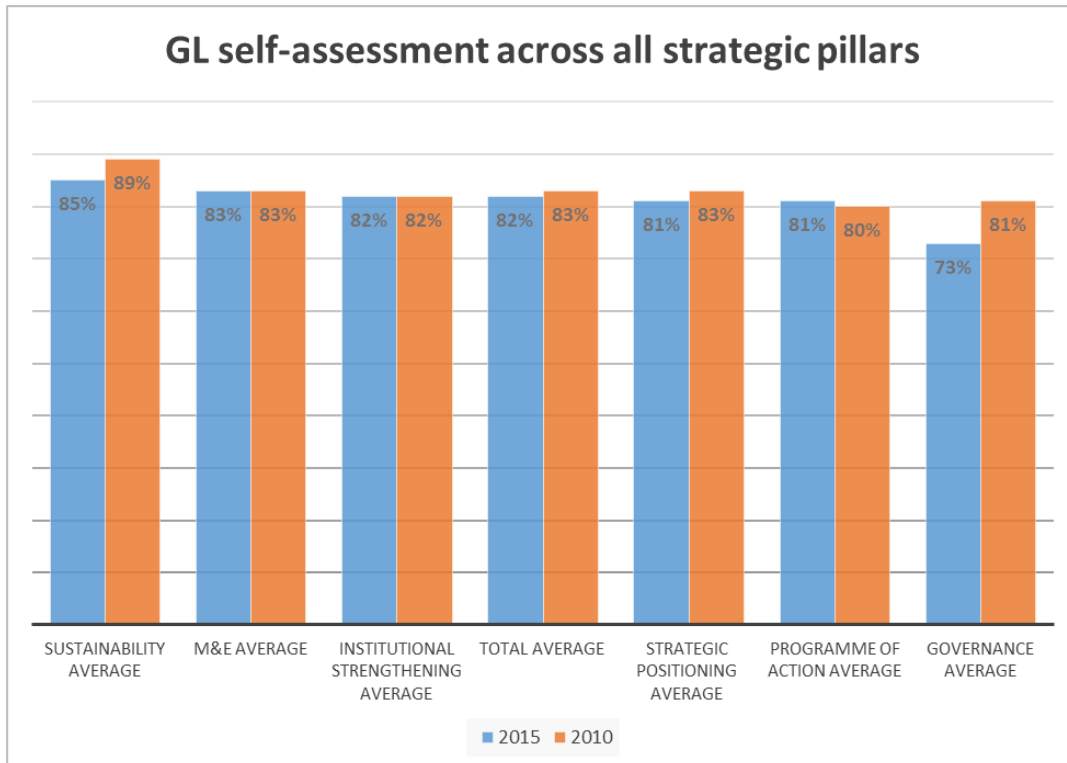
# EXECUTIVE SUMMARY

## 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.

## Assessment of progress to date



The graph summarises the scores for 2010 and 2015 five years in GL's Institutional Score Card assessments (see **Annex B**). 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 the past external evaluators have used the scorecard to make independent assessments (see Annex A). Staff and board members gave GL an overall score of 81% in 2010; similar to, but slightly higher in January 2015 the score was 83%. This shows that GL is still in a healthy state, but that the rapid growth of the last few years poses 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 73% (down from 81% in 2010) governance scoring has dropped, while partnerships scored up from 77% in 2010 to 78% in 2015 see below graph.

### Setting out the 7 strategic pillars

As we move to the post-2015 agenda with the newly adopted 17 SDGs, with SDG 5 for Gender Equality, this Strategic Plan is informed by the SDG’s and our seven strategic pillars.

<b>1</b>	<b>Strategic Positioning</b>	<b>GL will retain 10 registered offices in the SADC region and ensure that statutory requirements are met. However, depending on funding, some offices may be scaled down to project sites.</b>
<b>2</b>	Governance	Ensure that GL has Board Members in all the countries where it has offices and that they exercise their fiduciary responsibilities. The GL Board will now include a newly formed Audit Committee.
<b>3</b>	Partnerships and networks	GL is formalising all its MOU’s with key partners: 100 media houses, 400 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).
<b>4</b>	Programme of Action	Going from breath to depth through institutional work at local level and in the media. Develop 3 cross cutting areas of work – climate change, economic justice and LGBTI issues.
<b>5</b>	Results for Change	GL has developed sophisticated online M and E systems to gather a range of data on outputs, outcomes and impact. GL is now linking M and E to knowledge creation and learning through the GMDC and other internal processes.
<b>6</b>	Institutional Effectiveness	Country coordinators have been promoted to managers and have received training. Finance and HR systems are being upgraded. The GL website is being redesigned and moved to a new, dynamic and interactive platform.
<b>7</b>	Sustainability and Diversification	GL has developed a 4-part strategy which includes 1) vigorous fund raising campaign, especially at country level 2) diversification through GL Enterprises 3) achieving greater value for money through improved procurement practice and 4) leveraging on smart partnerships and in-kind support

Gender Links is animated with a determination to apply more focus both in terms of its programmatic actions and its institutional effectiveness to achieve the results it seeks.

**GL's main areas of focus: 2016 to 2020**

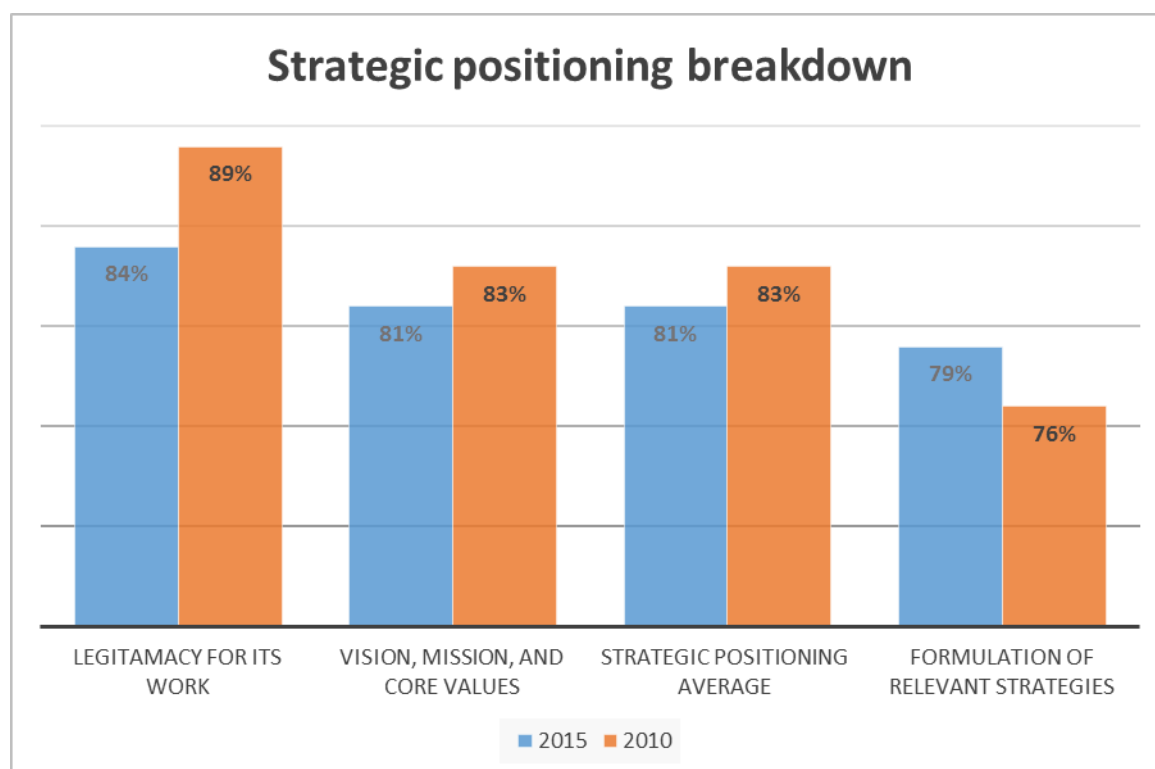
<b>GL AREA OF WORK</b>	<b>ACHIEVEMENTS TO DATE</b>	<b>PROPOSED FOCUS OF EXTENSION: 2016 -2020</b>	<b>JUSTIFICATION: VFM, Efficiency, Effectiveness</b>	<b>ADDITIONALITY</b>
<b>SADC GENDER PROTOCOL ALLIANCE</b>				
Lead the process for an updated SADC Gender Protocol to ensure a strong post-2015 agenda.	Working with governments in ten SADC countries to align gender policies and action plans to an updated SADC Protocol targets and costing implementation	Moving from the 2015 "yes we must" campaign to a "Action and Results" campaign as targets are reviewed in line with the post-2015 agenda.	GL will invest in this campaign in view of operationalising SDG5. This is key for the region and global good practice.	This is a high risk, strategic initiative with enormous potential benefits for the region (eg getting gender and climate change on the agenda) and contributing to stronger voice, choice and control for women in the post 2015 gender agenda.
Expanding the scope of the SGP and ensure alignment with SDG 5	Mounting a campaign for an Addendum to the SGP on Gender and Climate Change	Reviewing the whole SGP to incorporate some of the weak areas in the first phase such as climate change.	As the SGP is reviewed, this opens the opportunity for weak and new areas to be brought back onto the agenda for the post 2015 period.	
<b>GL AREA OF WORK</b>	<b>ACHIEVEMENTS TO DATE</b>	<b>PROPOSED FOCUS OF EXTENSION: 2016 -2020</b>	<b>JUSTIFICATION: VFM, Efficiency, Effectiveness</b>	<b>ADDITIONALITY</b>
<b>GENDER AND MEDIA</b>				
		Continue to support the 7 media training institutions that form part of COEs for Gender and Media Education Project.	As the programme takes a longer term perspective, starting "at source" with media training is key.	
	Development of self-monitoring tool for tracking	Dissemination and Advocacy around the GMPS findings, drawing parallels	This provides vital data for the 2015 review, as well as the first	

<b>GL AREA OF WORK</b>	<b>ACHIEVEMENTS TO DATE</b>	<b>PROPOSED FOCUS OF EXTENSION: 2016 -2020</b>	<b>JUSTIFICATION: VFM, Efficiency, Effectiveness</b>	<b>ADDITIONALITY</b>
	progress.  Conducting a GMPS which brings together different research studies.	with the Global GMMP.	opportunity to compare the performance of COE and non-COE media houses, vital for determining the efficacy of this approach.	
	GL News Service in English and French.	Continue this support and diversify into multi-media products.	The service is a key means of communicating results and generating debate among beneficiaries and the broader public.	
<b>GL AREA OF WORK</b>	<b>ACHIEVEMENTS TO DATE</b>	<b>PROPOSED FOCUS OF EXTENSION: 2016 -2020</b>	<b>JUSTIFICATION: VFM, Efficiency, Effectiveness</b>	<b>ADDITIONALITY</b>
<b>GENDER AND GOVERNANCE</b>				
Contributing to the update of the SADC Protocol and implementation of the target of women's equal representation and participation in all areas of	400 Centres of Excellence for Gender and Local Government (about 40% of the total in the ten countries of operation), with modules on Local Economic Development and Climate Change and LGBTI.	Mount a concerted 50/50 campaign to ensure that special measures are taken in all SADC countries that have elections between now and 2020 to increase women's political representation.	GL learned in the first phase that it is pointless to try and increase women's representation in its COE's in isolation from national policies. This is a low cost, high output VFM strategy.	This is high risk but high return initiative leveraging off GL's success in getting a quota for women in local government in Mauritius.
		Provide backstopping to the 400 COE's through annual administration of the Gender Score Card; cascade the COE's	This is a new area of work that requires consolidation during the extension period, while exploring	GL is recognised globally as one of the few gender NGO working so directly

GL AREA OF WORK	ACHIEVEMENTS TO DATE	PROPOSED FOCUS OF EXTENSION: 2016 -2020	JUSTIFICATION: VFM, Efficiency, Effectiveness	ADDITIONALITY
decision-making.		to at least 300 new councils through these methods.	VFM methods for cascading the work, eg working with gender ministries.	and extensively with local authorities on mainstreaming gender. Consolidating and extending the gains made in the first phase is critical for lasting results.
	Held 1 regional, 40 national and 30 district SADC Protocol@Work summits that resulted in xxx case studies on how the SGP is being applied.	Cascading summits to more districts and national level.	VFM analysis shows this will result in reduced cost per head, while enhancing reach, ownership and capacity building.	
<b>JUSTICE</b>				
Halving VAW in the SADC region by 2030	Conducted VAW baseline studies to six Southern African countries and using these to strengthen national action plans to end VAW in three countries.	Ensuring that the findings of the VAW Baseline Studies are widely canvassed with local communities, used to strengthen and cost NAPS as well as local level action plans in all six countries.	GL has already invested in studies in six countries; baselines are only as good as they are used to improve planning and benchmark progress.	The VAW Baseline Studies have the potential for replication well beyond the SADC region. It is important that they not just be "studies on a shelf."
<b>RESULTS FOR CHANGE</b>				
To gather robust evidence on how GL contributes to the attainment of the revised	Paradigm shift from M and E to results for change	Shifting all key GL M and E to online surveys.	Substantial labour and logistic cost savings (economy and efficiency), IT capacity building for women (effectiveness).	Lasting innovations that can be shared through peer learning.

<b>GL AREA OF WORK</b>	<b>ACHIEVEMENTS TO DATE</b>	<b>PROPOSED FOCUS OF EXTENSION: 2016 -2020</b>	<b>JUSTIFICATION: VFM, Efficiency, Effectiveness</b>	<b>ADDITIONALITY</b>
SADC Gender Protocol targets.				
<b>INSTITUTIONAL EFFECTIVENESS</b>				
Strengthening country operations	GL now has 10 offices in operation with the support of its PPA grant.	Building financial capacity and systems in all 10 offices.	GL aims to raise the proportion of in-country funding to 50% by 2020.	This is a key strategic contribution to sustainability beyond 2020.

# 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 B 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.

## 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.

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%.

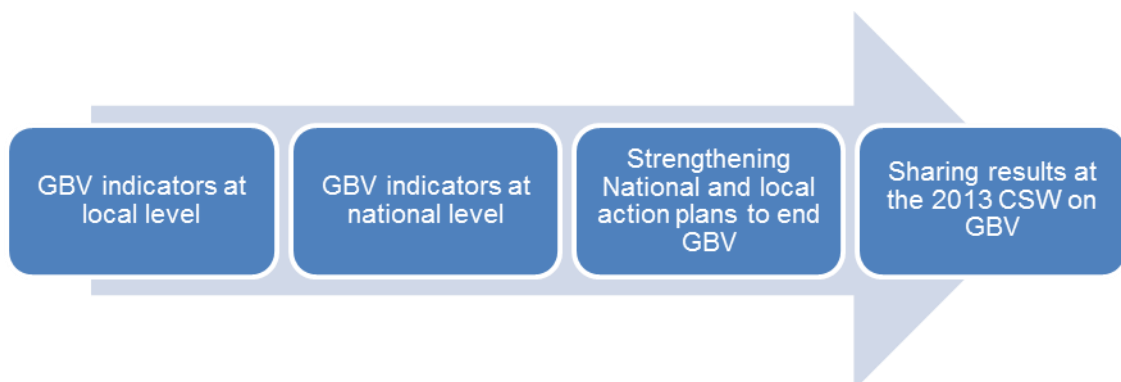
**Governance:** GL has singularly put gender on the agenda of local government in Southern Africa, and is localising the targets of the Southern African Gender Protocol through the local-level Gender Action Plans. When GL began research on gender and local government, the region had no figures or database 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.

**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

GL’s challenges are summed up in the weaknesses and threats found in the 2014 organisational SWOT at

**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
<b>1. SADC Gender Protocol Campaign</b>			
<b>EXTERNAL</b>			
Non-ratification of the SADC Gender Protocol by additional four	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.

<b>Risk identified</b>	<b>Potential impact</b>	<b>Probability</b>	<b>Mitigation factors</b>
countries			
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 <a href="#">developed a lobbying and advocacy strategy</a> .
<b>2. Gender and governance</b>			
<b>EXTERNAL</b>			
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.
<b>3. Gender Justice</b>			
<b>EXTERNAL</b>			
The GBV Indicators project requires a high level of financial, human resources and buy-in from governments	Medium	Low	The Women's Affairs Department in the Ministry 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.
<b>4. Gender and media</b>			
<b>EXTERNAL</b>			
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.
<b>INTERNAL</b>			
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 through 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

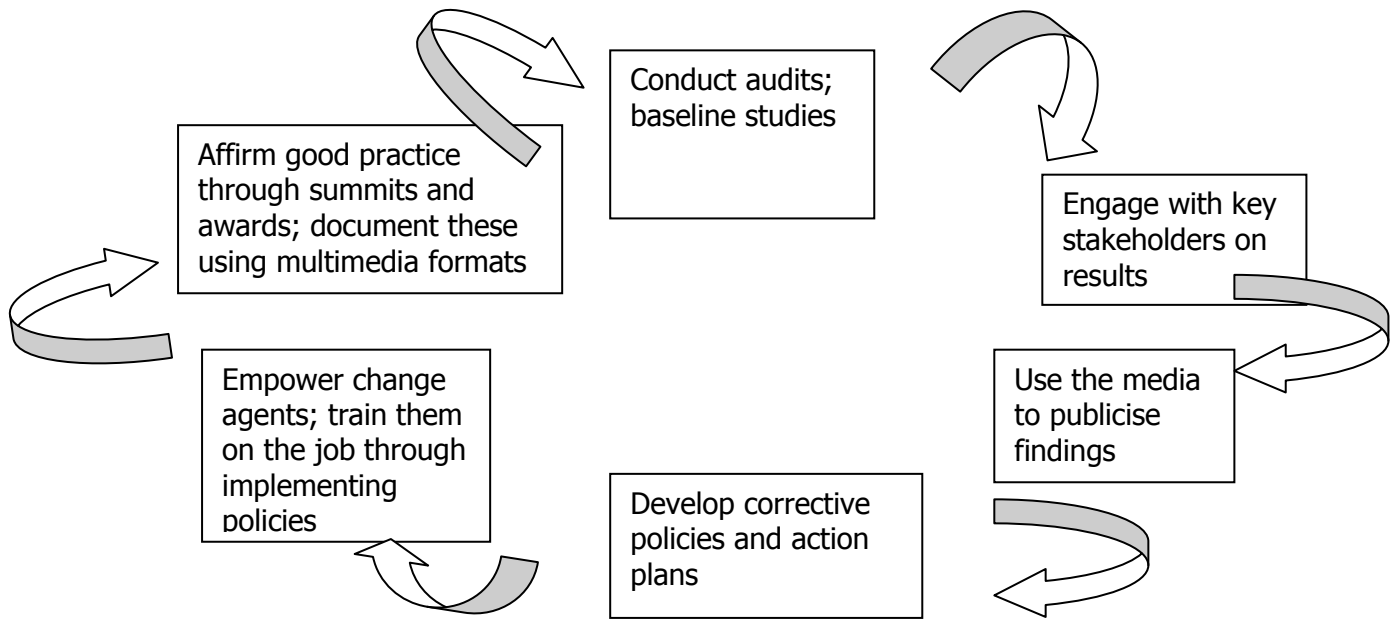
**Policy level:** The SADC Gender Protocol is a sub-regional instrument that provides a roadmap for attaining MDG 3 – gender equality. The Protocol is unique instrument that brings together and enhances existing international commitments to gender equality by giving them specific targets and timeframes. 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.

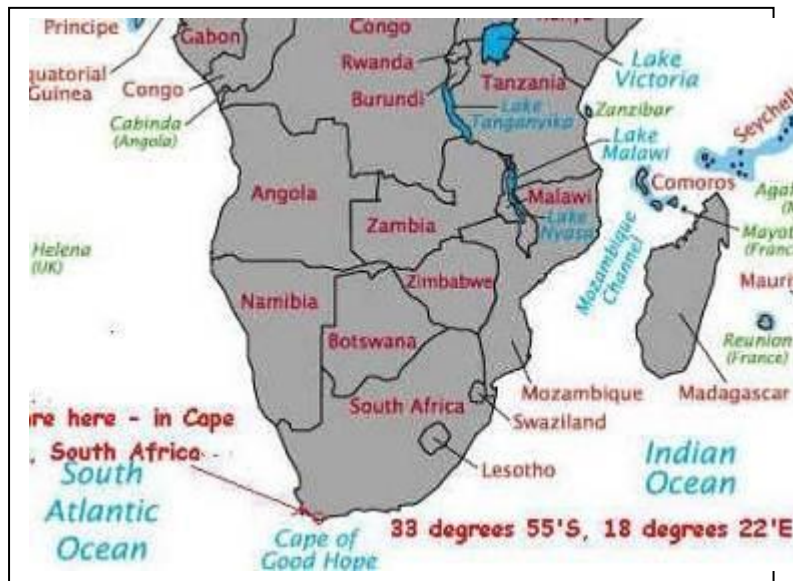


*Lessons about working with partner organisations:* Partnerships must tap into the strengths of individual members; ongoing communication is key so that all partners feel able to shape the growth path of the partnership. Open communication is a non-negotiable throughout the process and it should be about 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.

## Geographical positioning



In line with the 2020 vision, GL has decided not to extend 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 phone countries) and Madagascar (home of the SADC Secretariat). We have also officially opened a Lusophone office in Cape Town on 17 March 2011 (GL's 10th anniversary) and established 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 Protocol	Gender	Governance	Media	Justice	
<b>Anglophone</b>					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	
<b>South Africa (GL HQ)</b>	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
<b>Lusophone</b>						
Mozambique (GL Lusophone office)	X		X	X	X	
Angola	X					
<b>Francophone</b>						
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.

### Summary of GL's programme and geographical growth

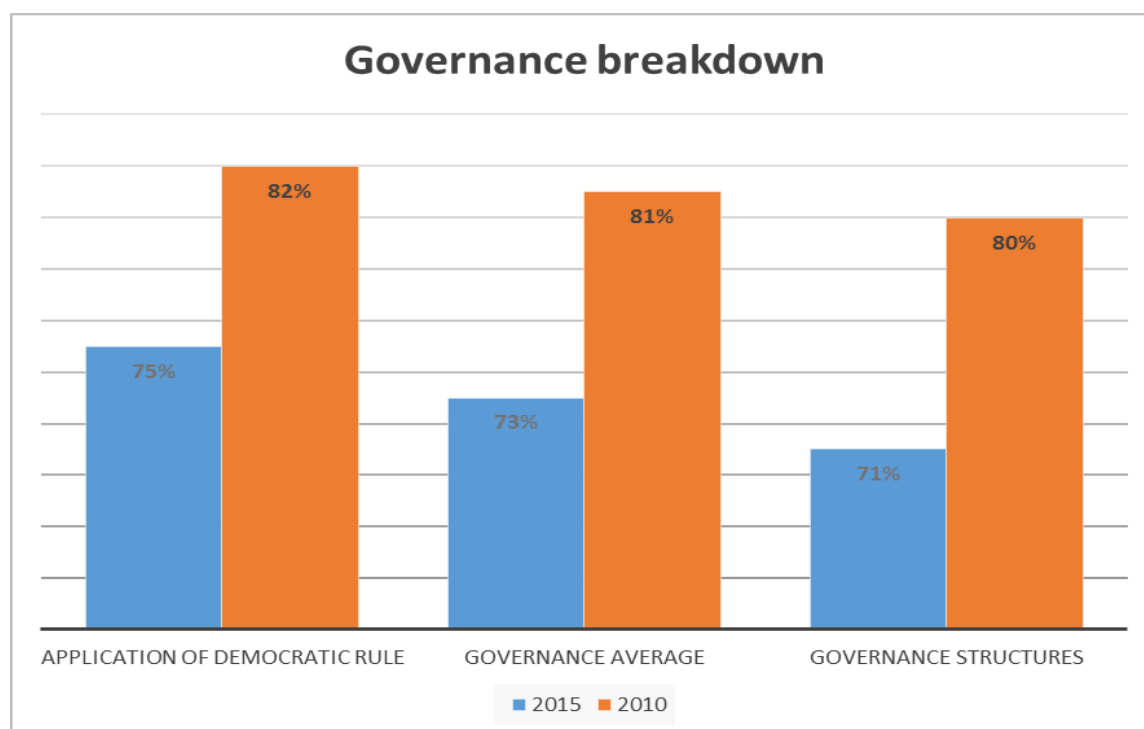
Core programmes	Pushing the envelope	Initial geographical bases	Venturing into new areas		
SADC Gender Protocol	Costing the implementation of the SADC Protocol and GBV indicators; both involving collaborating much more closely with governments	In 2008 GL had a head office in Johannesburg; Botswana SADC 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					
<b>CROSS CUTTING THEMES</b>					
Gender and climate change	GL has added two cross cutting areas to its programming.				
Economic justice					
<b>INSTITUTIONAL EFFECTIVENESS</b>					
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 2015 -2020

- 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 in the institutional audit conducted in 2015, the governance average dropped from 81% to 73%. This score comprises two clusters of questions. Governance structures dropped from 80% to 71%, and application of democratic rule from 82% to 75%. Governance is the only area of GL's eight strategic pillars in which there has been a decline in the score over the five years in which GL has conducted this self-assessment. In response, the Association met in August 2015 and took a number of measures to strengthen corporate governance. These include expanding the membership and strengthening the leadership of the Association; invigorating the board; establishment of committees to ensure greater oversight of the work of the organisation including an audit committee.

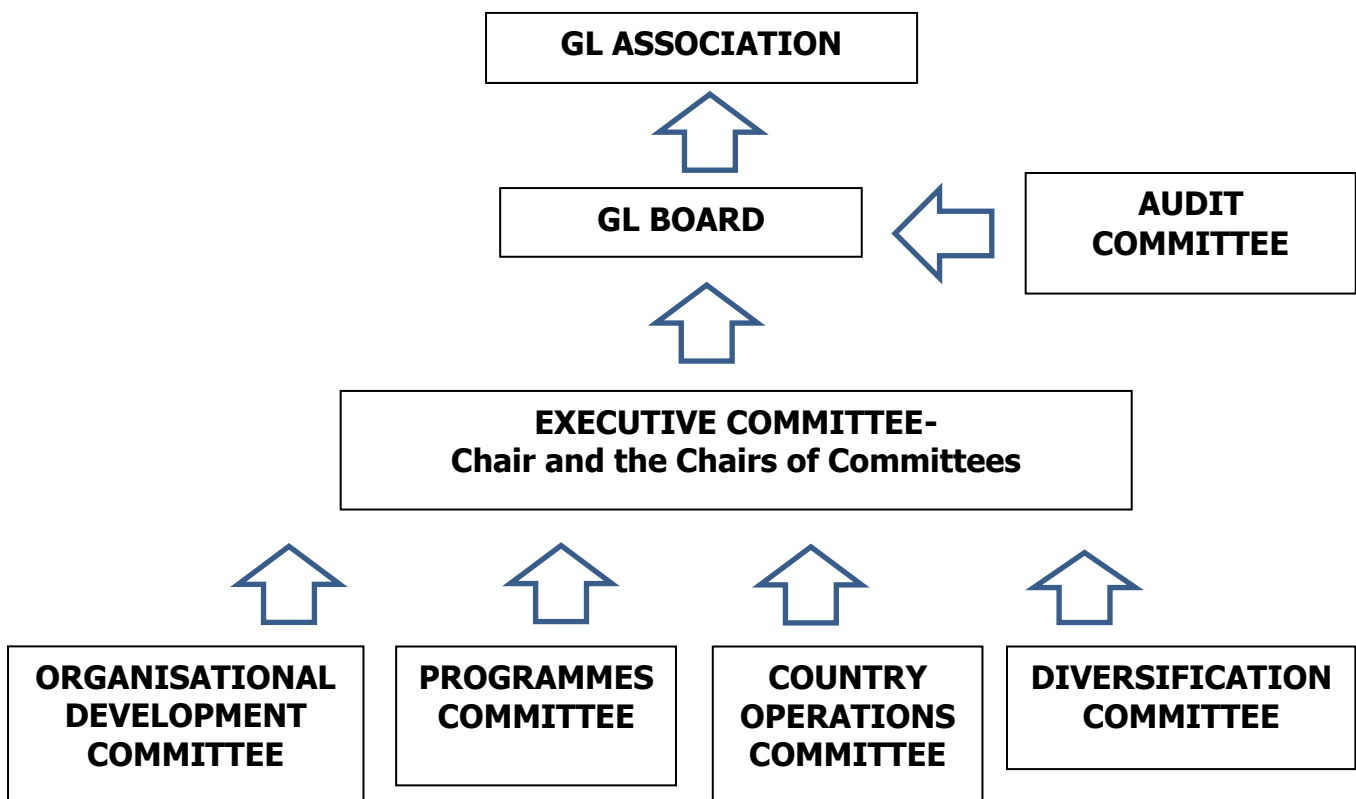
## Goal:

To have a strong governance system that supports Gender Links strategic objectives and policy formulation in order to protect the interest of Gender Links stakeholders and the beneficiary public.

## Strategic objectives

- To strengthen the Board structure in order to support GL new organisation structure of two wings, the NPO and Social Enterprise.
- To strengthen strategic focus and engagement through sub-committee structures.
- To enhance Board effectiveness through training and orientation provided in a timely manner to ensure Board has the "skills set" and "experience".
- To establish Annual board performance and self-evaluation processes.

## Background



### Registration

GL is registered under the South African Companies Act 1973. GL is also registered as a Non-Profit Organisation under the Non-Profit Organisations Act 1997 (Act 71 of 1997). Gender Links has registered branch offices in Botswana, Lesotho, Madagascar, Mauritius, Mozambique, Namibia, Swaziland, Zambia and Zimbabwe (see office registration matrix at **Annex A**). The shortened name of the Association is GL. Gender Links Services comprises GL's Advisory Services, the Gender Links Training Institute, and the GL Cottages. It is not a separate entity.

### Members of the Association

The members of the company have ultimate authority over the organisation. They meet once every year at the Annual General meeting. The meetings dispose of all matters prescribed by the Act, including the consideration of annual financial statements, the election of Directors and the appointment of an auditor, and may deal with any other matters relating to the organisation.

### Board of directors

The Directors of the company are appointed by the Members of the Association. The Directors are entitled to exercise all such powers of the Company as are not excluded by the Companies Act and Gender Links' Articles of Association. The directors are mandated to run the affairs of the organisation on behalf of the Members.

### **Executive committee (EC)**

The Directors appoint an Executive Committee consisting of the Chair and/or Deputy Chair; the Chief Executive Officer (CEO) and chairpersons of committees except the audit committee, which reports directly to the Board. The Executive Committee meet quarterly. The role of the Executive Committee is to:

- Oversee the day to day running of the association.
- Review quarterly statements of account.
- Attend to any matters arising between Board meetings.

### **Chief Executive Officer**

The Directors appoint a Chief Executive Officer who is an employee of the Association appointed for a fixed period of employment, with a six month probation period. The CEO is an ex officio member of the Board of Directors.

### **Executive Director(s)**

The Board of Directors may at any time engage a member of the Board to serve in any operational role deemed necessary for the growth or stability of the organisation, provided that the terms of such an engagement are clearly set out and agreed in a contract with clear deliverables. In the past, board members have served as directors of the Francophone and Lusophone offices of GL.

The Board of Directors may authorise payment to a Director who serves on any committee or who devotes special attention to the business of the Association, or otherwise performs services which in the opinion of the Board of Directors are outside those of ordinary duties of the Director, such remuneration as they may deem appropriate. Terms of such engagements are recorded in the register of directors' interests and directors involved in such engagements shall not vote in any matters related thereto.

### **Company Secretary**

The Directors shall appoint a person or persons to be Secretary or Secretaries of the Company in terms of Section 86 and 87 of the Companies Act to perform such duties contemplated in section 88 of the Act and other governance regulations. The GL Head of Corporate Services currently performs this role.

### **Strengthening good governance**

***Policy framework:*** As required by the Companies Act of South Africa, GL adopted a new Memorandum of Incorporation (MOI) in April 2012. GL adopted a Conflict of Interest Policy later expanded into a Zero Tolerance for Corruption Policy. GL subscribes 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. All of GL's policies are publicised on the website: <http://www.genderlinks.org.za/page/institutional-effectiveness>.

**Strengthening the Association:** At its meeting in August 2015, the association considered a number of measures to strengthen its oversight of GL, reflected in the following resolutions:

- The MOI be amended and is hereby amended to provide for an Association Chairperson to be elected by members to preside over the Association meetings.
- Kubeshni Govender be appointed and is hereby appointed as the Association's Chairperson with immediate effect for a term not exceeding three years after which she can stand for re-election.
- The MOI be accompanied by guidelines on membership to include persons with in-depth knowledge of GL work, including the long serving former staff members with demonstration of knowledge of GL and who have skills to contribute to the association, as well as ex-board members who have served and willing to continue contributing as members of the Association.
- The Association establish a nominations committee comprising the Chairperson and the two most senior members of the Association, currently the two former chairpersons, Dr Muna Ndulo and Ambassador Thenjiwe Mtintso.

**Board structure and profile:** In 2012, with the expansion of GL offices on the back of local government work, the GL Board restructured, appointing several Country Board Members (who provide strategic guidance to countries, act as signatories to accounts) as well as those chosen for their expertise. In terms of the new MOI, Board Members serve for a period of three years, after which they have to stand for re-election. 2015 therefore provided an opportunity for the Association to re-assess this strategy: in particular key criteria for the selection of GL Board Members. The Association agreed that competence and performance should take precedence over geography. Key criteria agreed included:

- Demonstrated commitment to the struggle for gender equality and all forms of diversity. While GL strives to ensure 30% men in its staff and Board, these men must have a demonstrated commitment to gender equality, including links to the men for change movement.
- Grounding in GL's programme work, and value add in its Post-2015 strategic focus.
- Organisational and or financial skills.
- Opening new areas of work – for example in Malawi, where GL does not have an office.

As illustrated in the table, the 2015 Board appointed by the Association increased from 10 to 12 members, mainly as a result of the operationalisation of the Audit committee. There are 3 men (25%). The Board Members come from nine SADC countries, including one (Malawi) where GL does not have an office. They span a broad range of skills, including a stronger set of financial skills than in the previous Board. The average age of the Board and average length of service are now much lower. The Board only has one member who has served for more than ten years. Five board members are serving their second term; two are still serving their first term; and five board members are new. This reflects a healthy balance between new leadership and continuity.

### MAPPING OF THE GL 2015 BOARD

	KEY DATA					INSTITUTIONAL			PROGRAMME				GEOGRAPHICAL					
	Board Member	Length of Service	Sex	Age	Gender track record	Finance	H R	Organisational	Alliance	Media	Governance	Justice	Franco (Maur, Mada, DRC, Sey)	Luso (Angola, Moz)	Anglo_GL has offices	Anglo - GL has project sites	Anglo-GL has no offices (Tanzania and Malawi)	
	<b>RE-ELECTION</b>																	
1	Emily Brown	4 years	F	64														
2	Loga V	12 Yrs	F	70														
3	Sara Longwe	3 years	F	67														
4	R Pholo	3 years	M	59														
5	TMpumlwana	4 years	F	61														
	<b>STILL SERVING</b>																	
6	Cumbi Marta	2 years	F	56														
7	NSetshwaelo	1 year	F	70														
	<b>NEW</b>																	
8	MMadibela	New	F	44														
9	Emma Kaliya	New	F	50s														
10	M Botha	New	M	50s														
	<b>AUDIT</b>																	
11	Adrian Dowie	New	M	Young														
12	Robinah	New	F	Young														

**Strategic versus operational roles:** Following the experience after 2012 in which the Association appointed a number of Country Board Members many of whom performed operational roles like being signatories to the account, the Association resolved that:

Board Members be excluded from Executive duties of the company and not be signatories in their respective countries where this is still the case (Mozambique, Zambia, Lesotho and Botswana). This may be phased in consistent with staff capacity in each country and the need to ensure segregation of financial duties.

**The audit committee:** The MOI provides that the Company shall elect an audit committee at each AGM comprising at least three members, who are satisfy requirements of section 94 (4) or 94(5) of the Act. In terms of the Companies Act the Board must have finance qualifications, and no link to GL's finances for at least a year (this excluded GL Board members who are signatories to GL accounts). On 22 June the Board decided to advertise for two independent members in addition to the Chair of the Committee Adrian Dowie, a chartered accountant with a private sector background. This led to the appointment of one additional member. To keep the size of the Board in check, the Association appointed a new Board Member with finance, donor, and programme implementation experience to the audit committee, giving a total of three members.

### **Other committees**

To enhance the Board's oversight and strategic guidance of the organisation, the Association resolved that:

The Chairperson of the Board of Directors be empowered and is hereby empowered and tasked with leading the Board of Directors in organising itself into roles and responsibilities in the various key Board sub-committees in addition to the Audit and Risk Committee, in accordance with organisational and programmatic needs, to assist it in discharging its duties and responsibilities. The Board should recommend to the Association the sub-committees so established.

The Board in 2015 recommended to the Association that in addition to the Audit Committee the Board have a programmes; organisational development; country operations and diversification committee. The Board further recommended that the committee chairs, together with the Chair, constitute the Executive Committee.

**Regularity of meetings:** The GL Board will now meet twice a year.

### **Key focus 2016-2020**

- Reviewing the MOI to incorporate key decisions in 2015, e.g. membership and Chair of the Association.
- Expanding the membership and engagement of the Association.
- Growing and sustaining the work of the GL committees.
- Debating and agreeing on the most appropriate management structure for the two arms of GL's work – GL NPO and GL Services.

# PARTNERSHIPS



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. ”

## Targets and beneficiaries

The table summarises the target groups in GL programme work. 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.

### GL target groups

<b>Target population by programme</b>	<b>What is GL doing to meet the needs of the target group, especially the poor</b>
<b>Alliance</b> 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.
<b>Governance</b> 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.
<b>Justice</b> 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 put GBV on the political agenda, as well as created a vital link with work on the ground through the governance COEs.
<b>Media</b> 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.

## Partnership strategy

### GL Partnerships

<b>PARTNERSHIP STRATEGY</b>	<b>REGIONAL PARTNERS</b>	<b>INTERNATIONAL LINKAGES</b>
<b>SADC Gender Protocol</b>		
Building a coalition of regional and national NGOs that promote gender equality	<p>MOUs with 8 regional NGOs to lead theme clusters:</p> <p>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.</p> <p>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.</p>	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.
<b>Media</b>		
Direct approaches to media houses to join the Centres of Excellence for gender mainstreaming in media; building long term institutional relations with media regulators and training institutions.	<p>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</p> <p>MOU's with media studies departments of universities as part of the Gender and Media Diversity Centre (GMDC) that "collects, connects and collaborates" in research, curriculum development</p>	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 Project (Toronto); University of Gothenburg Media Studies Department; Network of Indian Media Women.
<b>Governance</b>		
Formalising links with local government associations and/or gender/local government ministries; approaches through these to over 100 COE municipalities	GL is working with 300 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.
<b>Justice</b>		

<b>PARTNERSHIP STRATEGY</b>	<b>REGIONAL PARTNERS</b>	<b>INTERNATIONAL LINKAGES</b>
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.

## Geographical spread

### GL Partners at country level

<b>COUNTRY</b>	<b>NATIONAL</b>	<b>LOCAL</b>
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.

### Types of partners

Programme	Local government	Faith Based Org	National government	Media houses	Civil society	International Org	Private sector
Alliance		✓	✓		✓	✓	
Media				✓	✓	✓	✓
Governance	✓	✓	✓		✓	✓	
Justice	✓		✓		✓	✓	
Entrepreneurship	✓				✓	✓	✓

The table shows how GL's four programme areas link across different types of partners. Strategies for partnerships include:

- Alliance - Building a coalition of regional and national NGOs that promote gender equality, substantially influencing the global gender agenda at international level.
- Media - Direct approaches to media houses to join the Centres of Excellence for gender mainstreaming in media; building long-term institutional relations with media regulators and training institutions.
- Governance - Formalising links with local government associations and/or gender/local government ministries; approaches through these to over 400 COE municipalities.
- Justice - Formalising links with gender and justice ministries for the GBV indicators project.
- Entrepreneurship – local government actions to promote economic empowerment for survivors of gender based violence and referrals with private sector.

**Local government:** Through the Centres of Excellence for Gender in Local Government, GL has built relations with local government line Ministries and associations whilst attracting key allies from civil society.

**Media:** The work with media houses involves direct MOU's signed with these organisations. GL also has several MOU's with media education and development organisations through the Gender and Media Diversity Centre (GMDC). GL is currently chair of GAMAG (see media section).

**Women's rights and gender equality networks:** The work of the SADC Gender Protocol Alliance (the Alliance) takes place through national focal networks and theme clusters at regional level with whom GL has Memorandum of Understanding or MOU's. The FPPE in Mauritius is an example of how GL works with these focal networks.

**Governments:** GL is also working with gender ministries in Mauritius, Zambia, Lesotho, Botswana, Seychelles and Zimbabwe on the VAW Baseline studies. Donor funds have provided the "yeast" for these studies, with governments and their partner agencies contributing 78% of the resources required. GL's overall VFM analysis of this portfolio shows

that in addition to sharing the cost burden of major research projects, these partnerships with gender ministries in the region have been key to enhancing ownership, putting gender violence on the political agenda, and building the capacity of key functionaries. GL has also worked with gender ministries in Seychelles, Namibia, Zambia, Swaziland, DRC, Mozambique and Malawi to align their gender policies to the SADC Gender Protocol and cost implementation.

**Faith based organisations:** The Alliance Network has 15 country networks, eight thematic clusters of and two crosscutting interest groups, faith based organisations (FBOs) and Men's Groups. FBOs wield significant influence and power in communities and in the home. One of the findings of the GL's Violence Against Women Baseline research from six countries is that people go to their religious leaders for guidance in handling cases of gender violence.

FBOs play a major role in promoting attitudes and beliefs about the role of women and men in society. These can sometime be problematic and promote negative gender stereotypes. At the same time, some religious institutions are working to change gender relations. FBOs are a key mobilising platform for gender equality given their power, influence and reach.

### Feedback from partners

TOOL	HOW GL GATHERS FEEDBACK
Website (hits)	Monthly comments gathered and classified.
Feedback section the GL website	GL has instituted a mechanism on the home page of the website to gather comments, complaints and suggestions..
Evaluation forms	Analyses feedback on process; content and administration.
Evaluation and planning meetings	Using SWOT analyses (Strengths; Weaknesses; Opportunities and Threats) and other evaluation methods to adjust programming to ensure greater impact.
"I" stories	First- hand accounts by survivors of gender violence analysed and used to inform the VAW Baseline Study adding a "human face" to the research.
Changing lives	GL has drawn up indicators and key words linked to its ToC and used these to analyse the interviews with direct beneficiaries gathered over the year (see Annex F).
Summits	Over the last year GL reached 2363 people and 5667 people over the last five years from 13 countries. <sup>i</sup> In addition to the Summit there were 23 bilateral meetings with country delegations, partners, and GL Board and donors. <sup>ii</sup> The meetings gather feedback from partners and plot the way forward for GL programmes at country level and with strategic partners. <sup>iii</sup>
GL prepared summative " <i>Learning through listening</i> " reports from the local government and media Centres of Excellence verification. These papers are shared with the 400 institutions that GL works with and inform the constant refining and improvement of this process.	

Each year, GL also does an online survey of partners to gather feedback for the annual report, and benchmark progress.



The following examples from each of GL’s four programmes illustrate how GL uses beneficiary feedback to inform programming. Over the last year the **Southern African Gender Protocol Alliance** conducted a SWOT analysis to assist in finding more effective ways of working. The network of country and regional networks identified ownership; resources; roles and responsibilities as challenges. This resulted in a redrawing of the hierarchical structure into a circular one.

A meeting of the **Gender and Media Diversity Centre** in November 2013 resulted in Southern Africa forming a strong caucus in the newly formed Global Alliance on Media and Gender (GAMAG), lobbying for strong gender and media provisions in the post 2015 agenda. This meeting also resolved to extend the media Centres of Excellence concept to media training institutions in the extended PPA period. GL and partners used the 2014 summit to design this exciting new process.



In the **Gender and Governance** programme, Mossel Bay council took the summit idea home and held a local level summit in 2012. In 2013, local government winners attended the now annual Mossel Bay summit as prizes. The feedback inspired GL to cascade summits to district level for the first time in 2014, with 15 district summits, to be up-scaled to 30 in 2014/2015. Naledi Masipa from the Capricorn District Municipality, Limpopo, South Africa comments, "From the study visits, we learnt how to organise and conduct our own local summits as a way of starting at the grassroots level." The Mossel Bay Municipality continues to innovate and implement its gender action plan. The council won the award for the Best COE council in the 2014 SADC Gender Protocol Summit.



Listening to survivors of gender violence speaking about going back into abusive relationships due to poverty in the "I" stories project of the **Gender Justice** programme led to GL embarking on entrepreneurship training for GBV survivors in fifty COE councils in ten

countries. *Taking charge!* provides participants with life and applied entrepreneurship skills. In this project, supported by the Netherlands government FLOW Fund, but closely linked to the governance programme, GL is testing the hypothesis that increased agency and economic independence will result in a reduction of GBV.

In its pioneering work on measuring gender violence, GL continues to be guided by its partners – six governments in the region. For example, after enthusiastically taking up the results of the study at cabinet level, the Government of Botswana has asked GL to assist in increasing the sample size and cascading the research to district level. This will facilitate local profiles and advocacy. During the 2014 SADC Protocol@Work summit GL held a high level round table of all partners in the measuring VAW project attended by the gender ministers from Lesotho and Mauritius. The Lesotho minister pledged to take the results of the study there to a cabinet briefing. During the bilateral meeting with the Lesotho delegation at the summit, partners proposed that in Lesotho the launch of the report be accompanied by a Strategic Communications plan and capacity building.

### **Challenges to partnerships**

- ***Sustainability*** –Funding crises have a negative bearing on partners and partnerships. It is promising that local government partners are making efforts to dedicate funds for implementation. Joint fundraising and innovative ways of doing things has sustained the Alliance over the years but this needs to be strengthened as the DFID PPA feedback report of March 2015 notes. The resources may result in competitiveness between GL and partners.
- ***Post 2015 alignment*** – Although GL has started to engage partners and governments on the post 2015 agenda and reviewing of the SGP, the pace is quite worrying due to many external factors. The new global development framework in the form of Sustainable Development Goals is overtaking gains made in the current SGP and GL and partners need to pick up the pace through alignment.
- ***High turnover among partners*** – The continuous change in contact person for some partners has resulted in non-implementation of activities. This is due to varying capacities by partners to institutionalise the partnership with GL. In some cases the change can bring new energy whilst in others it may need GL to directly implement thereby reducing ownership of processes such as tracking progress made through the barometer. A frequent audit of GL partnerships is required to ensure that the partnerships grow from strength to strength even with new personnel on board.

### **Key focus 2016 to 2020**

- Servicing the networking arrangements that assist in managing partnerships and developing greater synergies such as the Alliance; GMDC and the COE 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



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 in 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.

### 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 <a href="#">Media Centres of Excellence</a> 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 and run internally, using self-monitoring tools provided by GL. This approach builds sustainability into the process.
Justice	GL has been working with governments to develop 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 <a href="#">Centres of Excellence for Mainstreaming Gender in Local Government</a> 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 <a href="#">Gender Justice and Local Government Summit</a> , 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.

## ALLIANCE PROGRAMME STRATEGY

KEY INDICATORS	NOW	2020
No of countries of operations	15	15
No of networks that are NGO umbrella bodies	3	4
No. of networks that are gender networks	22	26
Number of thematic cluster networks	10	15
Number of country alliance networks	15	15
% population cover	100%	100%
Contribution by country alliance networks (through people power)	R149,500	R1,000,000
Average Citizen Score card	67%	80%
Average SADC Gender and Development Index Score	68%	85%
Average knowledge of the Protocol score	49%	90%
No of projects	5	5
Annual budget	R13 million	R20 million



“The SADC Gender Protocol Alliance has succeeded in setting up affiliate networks in all 15 SADC countries, as well as across ten themes and cross cutting interest groups. In great part due to these efforts and relationships driven by the Alliance, that in May SADC Gender Ministers resolved to review the Protocol and align it to the SDGs, the Beijing Plus Twenty Review, and Africa's Agenda 2063. Additional cause for celebration is that the ministers declared that they want the updated Protocol to be accompanied by a Monitoring, Evaluation and Results Framework.” – *Phumzile Mlambo- Ngcuka, Executive Director, UN WOMEN.*

### Goal



The Alliance and partnerships programme’s overall objective is to promote a SADC region where women, men and LGBTI persons can realise their full potential in public and private spheres using the SADC Protocol on Gender and Development as a framework. The programme achieves this through coalition building of civil society networks, promoting civil society –government dialogue and through evidence based research. With the expiry of the 28 targets of the Protocol in 2015, the Alliance and Partnerships programme’s main objective is to build a robust gender movement in the SADC region, with full capacity of the Post -2015 agenda and national, regional plus global linkages.

### Specific objectives

- To ensure a strong Post -2015 gender agenda through the review of the SADC Gender Protocol and influencing the policy framework at a local, regional and global level. The alliance has been proactive in this agenda by developing targets and indicators aligned to the Sustainable Development Goals and the SADC Gender Protocol (THE PROTOCOL).

- To strengthen national focal networks through championing the 28 targets in each country, and supporting them in developing on-the-ground campaigns. This is critical for ownership and adding depth to the work.
- To monitor and evaluate progress towards attainment of the 28 targets through the annual SADC Gender Protocol Barometer, gathering of case studies of the Protocol@Work and developing an online data base of information for regular tracking.
- To build capacity and sensitise governments and civil society in aligning their gender policies, national action plans and budgets with the THE PROTOCOL.
- To share best practices of gender mainstreaming through the SADC Gender protocol summits.

The Protocol is a powerful tool for demanding government accountability at the public policy level of GL's ToC. In addition to coordinating the Alliance, GL has cascaded the Protocol work to the community (local) level through the 15 country networks that have national outreach in each of their countries. This has been done through the village level workshops to popularise the Protocol and measure levels of its knowledge from citizens through the knowledge survey.

GL's ToC is that for gender equality to be achieved, change must radiate back and forth from the private (individual and household levels) to community and public spheres. The overall impact of these changes is measured through the SADC Gender and Development Index (SGDI) as well as knowledge and attitude quizzes, administered at local and national level. But social change takes time. Change measured using these indicators is only likely to be noticeable over a period of a decade or more.

In the meanwhile, case studies provide a useful means for gathering evidence that can be attributed to the programme during shorter life spans. GL postulates that even if the 28 targets of the Protocol are not fully met by 2015, it will be possible to show that the existence of this instrument has empowered citizens to demand gender responsive governance, and brought the region much closer to achieving gender equality than would have been the case without this instrument. Gathering and sharing best practices has the added advantage that it focuses on the positive – what is possible – rather than constantly harping on what is not working. This is a tool in the hands of individuals, community based organisations, faith-based organisations and “ordinary citizens.”

It is against this background that GL, through the Alliance programme has sought to organise and mobilise around the Protocol; gather and analyse examples of what is working, where, and why, and how this can be replicated. Through its verification of work at the local level over three years now, GL is now also able to gauge the effect of cascading work on the Protocol to the local level. The Alliance programme seeks to promote policy change to close the gender equality gap Post -2015.

### **Background and context**

The SADC Gender Protocol (the Protocol) is a one-stop shop sub-regional instrument that brings together all existing commitments; Beijing Platform for Action, CEDAW, Millennium Development Goals, African Charter and enhances them through time bound targets. The Alliance and Partnerships programme ensures that member states are accountable to the legally binding protocol whilst stakeholders engage in strategies to ensure progress in implementation. The programme's main activity areas are lobbying and engagement, partnership building, mobilising, tracking progress through research and gathering evidence

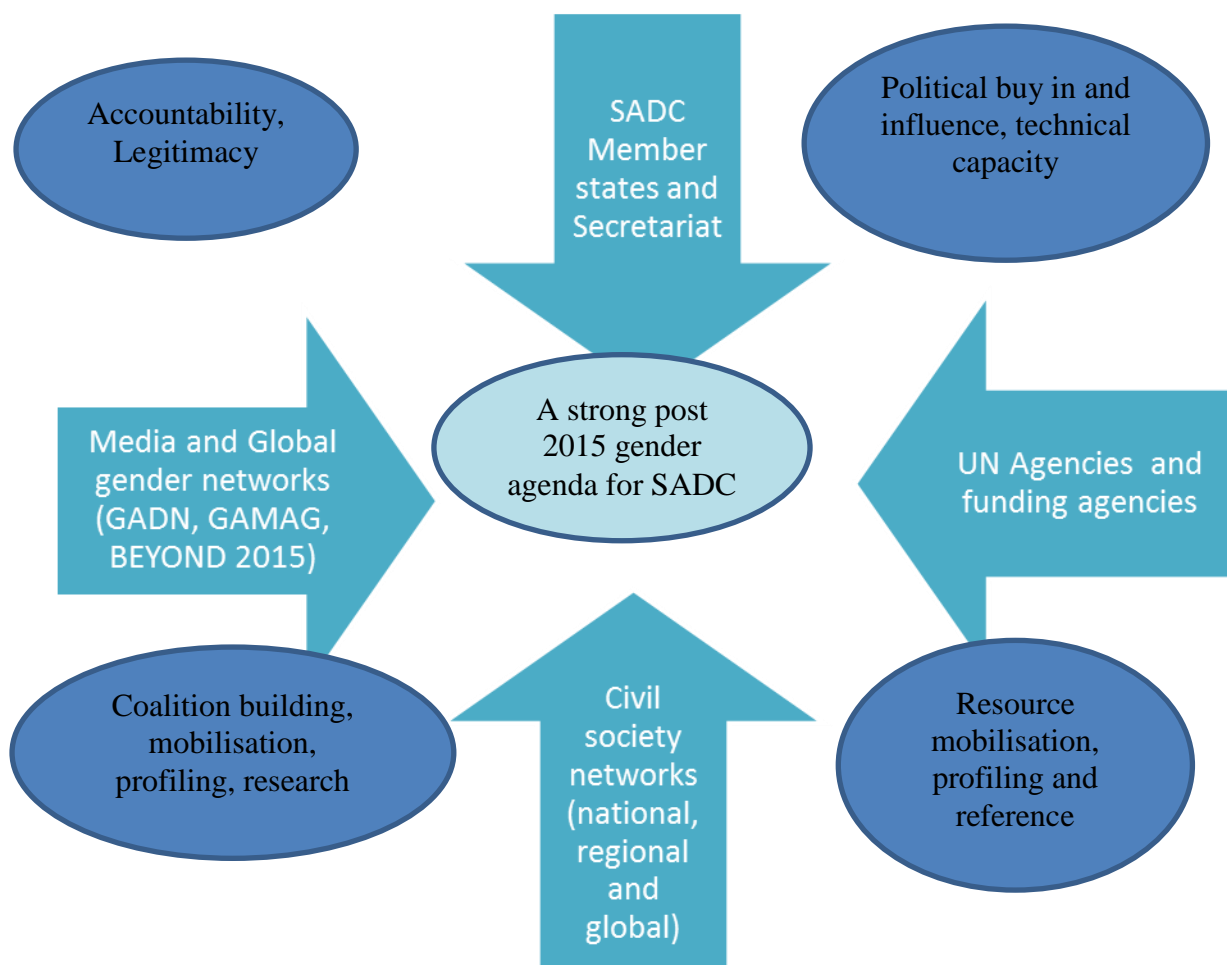
and capacity building in enabling frameworks, see <http://www.genderlinks.org.za/page/sadc-and-gender-protocol>.

The Southern African Gender Protocol Alliance (the Alliance) is a loose “network of networks” comprising 15 country networks, ten special interest groups which include climate change, men’s group and faith based organisations. The Alliance network has campaigned for a gender equality framework since the SADC Gender Declaration and strengthened the campaign for the development, adoption, ratification and implementation of the Protocol. The Network now seeks to strengthen its coordination mechanisms, particularly at country and local level, in the critical phase of the post 2015 agenda. The Alliance and Partnerships programme provides the secretariat to the Southern Africa Gender Protocol Alliance, a loose network of networks, which seeks to campaign for and contribute to the attainment of the 28 targets of the SADC Protocol on Gender and Development to be achieved by 2015, in line with Millennium Development Goal three which will be succeeded by the Sustainable Development Goals Post -2015.

The Alliance is a “coalition of the willing.” The SADC Gender Protocol Alliance has succeeded in setting up affiliate networks in all 15 SADC countries, as well as across ten themes and cross cutting interest groups. On the upside, it can draw on the strengths, networks and resources of its members. However, the assumption that the Alliance partners agree to take the responsibility of building national coalitions does not hold true for countries with weak networks. Some country networks feel disconnected from the Secretariat. This can lead to heavy reliance on the regional Secretariat.


Gender Links in its role as coordinator of the Southern Africa Gender Protocol Alliance and per the mandate given by SADC CNGO in 2012 is working towards strengthening the institutional mechanisms of the network at country level. The Alliance 25 member steering committee is currently chaired by Emma Kaliya and draws from 15 country networks and nine special interest groups.

***Key stakeholders and approaches***




### Country specific situation analysis

- Angola** – As a country that has a strong base of oil and other mineral deposits, Angola needs a framework which will ensure that women benefit equally from the country’s economic opportunities. The Post-2015 era needs to integrate economic empowerment from the education curricula and the access to opportunities. PMA, the private sectors and the Ministry of Gender are key stakeholders in pushing the envelope for gender equality.


- Botswana** - As the 2015 SADC Chair Botswana, has a key role to play in the review of the Protocol including use of the rights based language and to ensure that the region does not go backwards in the gains made on gender equality. This also presents a unique opportunity for Botswana to reconsider signing the Protocol.







- DRC** – As the only SADC country that signed Resolution 1325, DRC needs to demonstrate that there is need for a holistic rights based approach in handling gender equality in times of conflict to ensure that men and women can participate equally in peace making processes. DRC also completed the costing




exercise and this needs to be further taken up beyond 2015 in gender responsive budgeting that will link the Protocol and the SDGs. UCOFEM and the Ministry of Gender are key stakeholders.


- **Lesotho** – As a country that was progressive in terms of women’s representation in governance through legislated quotas, Lesotho needs to ensure that the reviewed the Protocol pushes the envelope for 50/50 through the constitutions. The recent peace disturbances are a chance to strengthen the Protocol in terms of women as peace builders and the availability of data as evidence of their involvement. The Ministry of Gender, Chief Justice and WLSA are key stakeholders. 
- **Madagascar** – Since the country did not ratify the Protocol due to the targets expiring this year, the Post -2015 era will be a chance for Madagascar to find reason to sign and ratify the Protocol based on new targets and to ensure that women are included in decision making processes. The effect of climate change in the country raises a need to include climate change targets in the reviewed the Protocol. The country has faced various political unsettlement which caused gender issues to be left out of priorities. The country has a draft UN resolution 1325 National Action Plan which should involve more women in peacebuilding. FPFE and the Ministry of Population Services are key. 
- **Malawi** – As a 2014/2015 SADC Troika member, Malawi has made strides through the Gender Equality Act and the Marriages Bill. The country has a huge role to play in influencing the region to implementing the Post -2015 Protocol to ensure development of national policy frameworks on gender equality – having made concrete strides on outlawing child marriages. Malawi has been at the forefront to push the envelope for the review process of the Protocol. Another chance is for Malawi to call a SADC Ministers meeting during CSW regarding linkages of the Protocol and the global post 2015 agenda. NGOGCN and the Ministry of Gender are key drivers of the process. Malawi is a country open to dialogue with civil society and gender movements should use this platform to ensure that the Post -2015 implementation of the Protocol is prioritised. 
- **Mauritius** – Since the country has not signed the Protocol, the Post -2015 era is a chance to reconsider. The country has huge potential for women’s economic empowerment programmes and the Alliance network in the country needs to prioritise such programmes in the Post -2015 era. Key stakeholders include Ministry of Gender, Women’s Parliamentary Caucus. 
- **Mozambique** – The country’s vast economic growth opportunities should be harnessed equally by all citizens hence there is need for a stronger framework to implement gender equality in economic development. There is need to involve more women in governance and climate change decision making as indicated by the recent elections and climate change situations. The country has completed the costing and alignment of the Gender Action Plan with the Protocol. This will enable the gender movement to easily reposition itself for the Post -2015 alignment. 

Key stakeholders to lobby by Alliance are Ministry of Gender, Graca Machel, Former SADC ES, Universities, Women's Parliamentary Caucus, Forum Mulher.

- **Namibia** – The country has demonstrated that the alignment of the gender policy and Action plan can yield results in ensuring mainstreaming of gender equality in all line ministries. Further, the country has an example of how a zebra system can ensure women's representation in governance. A review the Protocol calling for strengthening implementation at country level and having a framework thereof should be pushed by Namibia which has now established theme clusters amongst different Ministries. Key stakeholders are the Ministry of Gender, NANGOF Gender Sector, Spanish embassy, EU. 
- **Seychelles** – The country was amongst the earliest to align its Gender Policy and Action Plan with the Protocol. This has yielded results that have been emulated by the SADC Secretariat. The country is working towards a baseline survey on gender based violence. Government/civil society relations are generally open and the country has high score in gender indicators. This is fertile ground for implementing the Post -2015 agenda. 
- **Swaziland** – As the 2015 SADC chair, the polarised state of Swaziland needs to be interrogated by gender movements in order to dismantle high levels of patriarchy piece by piece. Although Swaziland progressed through alignment of the gender policy with the Protocol, the implementation thereof is still low. The Post -2015 Protocol will ensure that the country has more time to achieve gender equality and address the disjuncture in the customary laws with the Constitution. CANGO's gender sector is a major player to push the gender machinery and the government for more gender responsive policies and implementation. 
- **South Africa** – As the 2014 chair for the SADC peace sector, SA needs to push for gender equality in the peace and security sector. The country has the largest economy in the region and therefore should ensure that its citizens enjoy benefits equally through a stronger Protocol. The country has made strides in the field of education and women empowerment but not enough to reduce unemployment rates. The enabling Constitution of SA should influence other countries to foster tolerance amongst sexual minorities and indigenous people. SA needs to push the envelope for gender responsiveness in peace building due to its numerous involvements in peace negotiations. 
- **Tanzania** – The country is a leader in gender responsive budgeting in the SADC region. The country has demonstrated how working with civil society can yield results in economic empowerment. Since Tanzania is finalising its constitution, the Post -2015 period is an opportunity for the country to have a strong constitution that enacts 50/50 in decision making. Challenges in vulnerable employment for women and FGM still exist and these need to be addressed through national commitments in a reviewed the Protocol. Key stakeholders are TGNP, TAMWA, Ministry of Gender, Women's Parliamentary Caucus. 

- **Zambia** – The country has struggled to finalise its constitution which the Alliance has pushed for a 50/50 provision. However, the country needs to push for the urgent convening of the SADC troika to enable the review process. A strong the Protocol will ensure that the country has a framework to address challenges in child marriages, maternal mortality, GBV and economic empowerment. Key stakeholders include the Deputy President who has been progressive in gender equality issues, the Ministry of Gender, the Judge President, WLSA Zambia and WLSA regional, COMESA and the Women’s Parliamentary Caucus.


- **Zimbabwe** – As 2014/15 SADC and AU chair has the mandate to push the envelope of gender equality Post -2015. The highly polarised state of the country requires political navigation by the Alliance to gain ground on gender equality policy implementation. The country’s constitution provides for gender equality in decision making and opportunities; the implementation thereof remains slow. Zimbabwe has to escalate the best practices to the AU level to achieve a strong SDG implementation for Africa Post -2015. SADC ministers and articulating this position at throughout the negotiations. WCOZ, Women’s Parliamentary Caucus, Gender Commission, UN Women and the Ministry of Women are key drivers of the process.



### Country context mapping

COUNTRY	Classification	Type of Alliance network	Strength of gender movement	Country context	Relations with gender machinery	Level of national outreach
1) Angola	Low income Middle	Women's network with operations in all districts	Strong nationally but weak regional integration	Vast economic opportunities but post civil war stress has prevented women's empowerment	Strong	National
2) Botswana	Middle income country	Umbrella body of NGOs	Strong	Country considered middle income, lack of resources hampering mobilising of gender movement	Good	Nationwide outreach
3) DRC	LDC	Women's network with nationwide structures	Strong but need for regional linkages	Post conflict fragile state; pockets of regional conflict; New institutions - tremendous socio-economic and governance needs.	Average	Nationwide
4) Lesotho	LDC	Women's movement with special focus on legal and constitutional rights	Strong with oversight from regional body	Constitutional monarchy; recent political instability; snap elections in February 2015; current coalition government. High poverty levels; women's rights violations.	Strong	Varying due to resource and geographic limitations
5) Malawi	LDC	Gender equality network	Strong	Recently reverted to multiparty democracy after years of oligarchy; high poverty levels. Progressive on civil society relations and	Excellent with direct consultations	Nationwide

COUNTRY	Classification	Type of Alliance network	Strength of gender movement	Country context	Relations with gender machinery	Level of national outreach
				gender equality policies.		
6) Madagascar	LDC	Gender equality movement	Strong	Years of political stalemate; high poverty levels, fragile economy.	Average	Medium
7) Mauritius	Middle income	Women's media movement	Average – regional strength slowed since 2013	Middle income country with progressive gender policies but implementation politically remains a gap.	Good	National
8) Mozambique	LDC	Women's network	Strong	Post conflict stable state; high poverty levels; women's rights and needs largely infringed by cultural beliefs.	Strong	National
9) Swaziland	Low Middle Income	Umbrella body of NGOs	Weak	Polarised state, Monarchy; high levels of income disparity; deeply cultural practices that hinder women's rights and freedom.	Average	Concentrated largely in urban areas
10) Tanzania	Low income country	Women's movement with special focus on gender budgeting	Strong	Constitution making process incorporating women's rights, harmful traditional practices such as FGM hindering gender equality progress	Strong	National
11) Zambia	LDC	Women's movement with special focus on Constitution and Legal Rights	Strong with regional organisation oversight	60% of people live below the poverty datum line. 2014 elections considered high level political appointments for women but generally	Strong	National

COUNTRY	Classification	Type of Alliance network	Strength of gender movement	Country context	Relations with gender machinery	Level of national outreach
				women remain on the margins of political participation. Child marriages and other harmful customary practices continue to hinder gender equality progress		
12) Zimbabwe	Low Income Country	Women's network	Strong	Economic meltdown over the years has continued to leave women in more vulnerable state. The 2013 Constitution is progressive with gradual implementation of laws as per Constitution. Political instability has prevented consistent dialogue between government and civil society.	Good	National – with chapters in all provinces

## Programme design

*Coalition building:* The Alliance, a “network of networks”, started as a coalition in 2005 when the campaign for the adoption of the Protocol began. As the SADC Gender Protocol campaign shifted from signing and ratification to lobbying for implementation, the need for the network to reorganise became apparent. Since 2012 the Alliance has grown to comprise country focal networks and theme clusters led by organisations with a comparative advantage in their respective areas. These constitute the Steering Committee.

In May 2014, the Alliance revised its structure from a hierarchical, linear structure that better encapsulates its circles of influence (see graphic), and elected a chairperson, Emma Kaliya of the NGO Coordinating Council (NGOGCN) of Malawi, to provide overall guidance to the Alliance. Fourteen out of the 15 country networks and eight out of the nine lead theme cluster organisations have signed Memorandum of Understanding (MOUs) with the regional Secretariat provided by Gender Links. Draft MOU’s have been shared with two cross-cutting interest groups: faith-based organisations and the men’s sector.



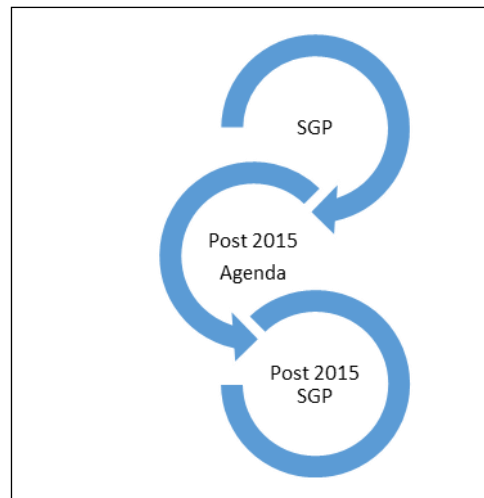
The annual country and regional barometers tracking progress in the implementation of the Protocol provide a key focus for the networks. Each network has identified champions of the 28 targets of the Protocol within their ranks. This campaign has been most visible in South Africa, where the Alliance focal network - South African Women in Dialogue (SAWID)- has worked with GL in the nine provinces of the country on the [Women Demand Action Now](#) online campaign that is building a country-wide movement around the SADC Gender Protocol.

*Mobilising at community level:* In 2014 the Alliance held 363 village workshops on the SADC Gender Protocol linked (in the ten countries where GL has offices) to its 425 local government COE’s. In the five countries where GL does not have offices – Angola, Tanzania, DRC, Malawi and Seychelles- focal networks conducted the 42 village level meetings that include administering knowledge and attitude quizzes, as well as the Citizen Score Card (CSC) measuring citizen’s perceptions of their governments’ progress.

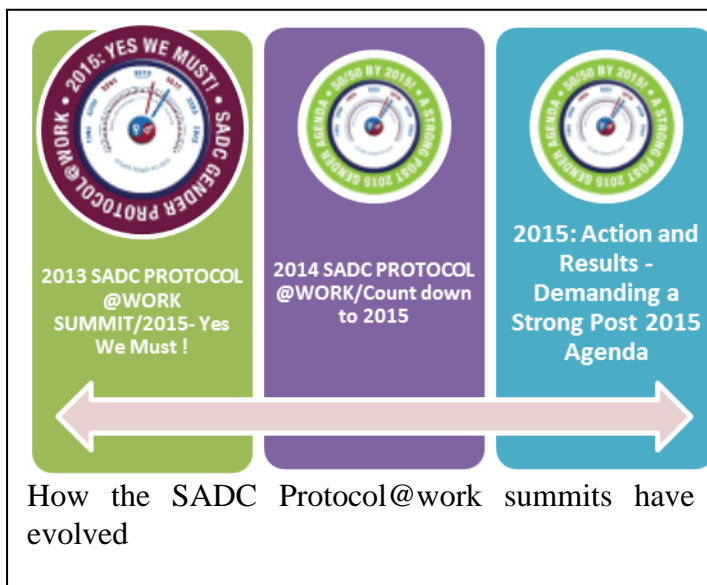
*Evidence-based advocacy that leads to policy change:* One of the most significant developments around gender in the region is the dynamic relationship between SADC and the Southern African Gender Protocol Alliance that campaigned for the adoption of the Protocol and now for its implementation. Although the Alliance has no formal recognition by the SADC Secretariat except through its membership of the SADC Congress of NGOs (SADC CNGO), the Alliance works closely with the SADC Gender Unit and Member States on gender issues. The creative tension between women’s NGOs, gender ministries, and the SADC Gender Unit goes a long way in explaining the progress that has been made to date, also in ensuring that the SADC Gender Protocol is one of the best known of the SADC Protocols by

ordinary citizens. GL provides the Secretariat for the Alliance that produces 15 annual country and one regional Barometer to track progress in the attainment of the 28 targets of the Protocol in the 15 member countries of SADC.

*Post -2015 advocacy:* By pushing the boundaries of the MDGs, and setting targets in such areas as GBV and the media, the Alliance is at the forefront of going beyond minimal standards in the implementation of a gender responsive Post 2015 agenda. The post-2015 development agenda is slated to carry on the work of the MDGs and integrate the social, economic and environmental dimensions of sustainable development. The THE PROTOCOL Post - 2015 will build on the successes of the past six years and allow for robust debate on new areas of concern. The Alliance networks are working closely with governments at national and regional level to carry forward a gender equality instrument that will leave no one behind.



*Sharing good practices:* From the outset, GL has had a strong focus on gathering and sharing good practises through the SADC Gender Protocol at work summits. In 2013, as the local level work gained ground, and the Alliance country work strengthened, GL and partners decided to bring the local government and media summits together in one SADC Protocol@Work summit, preceded by twelve country summits. In 2014, the Alliance cascaded the summits to district level. In 2015, the Alliance held 15 district, 13 national and a regional summit in Gaborone, Botswana, ahead of the Heads of State Summit, in the crucial “year of reckoning.” The



summits will continue to provide a learning platform for civil society and citizens through bringing together various networks and championing dialogue between grassroots and policy makers. As we move forward the summit will be a platform to take forward implementation of the Post – 2015 Protocol from a regional to an international level and use of IT for global reach.

*Institutional strengthening:* As a loose network of networks, the alliance includes each country focal network as part of the steering committee as well as special interest groups and regional NGOs. The 25 member steering committee is headed by a chairperson whilst the secretariat supports the functions of the network on a full time basis. In each country, the Alliance works with the appropriate gender network (that acts as the national focal point); for example the Women’s Coalition in Zimbabwe, and the gender theme group of the

Botswana Congress of NGOS (BOCONGO) in Botswana where the alliance is led by the gender sector. GL as coordinator of the Alliance now has MOUs with country and regional thematic cluster leading the following areas:

- Constitutional and Legal Rights
- Governance
- Education and Training
- Economic Justice
- Sexual Reproductive Health, HIV and AIDS
- Care Work
- Women's Peace and Security
- Climate change

Fifteen national focal points are in place across each of the SADC countries. 13 of these have signed MOUs with GL in its role as Alliance Secretariat. The Alliance is also strengthening collaboration with the strategic cross cutting interest groups that include climate change, faith-based organisations and men's sector groups across the SADC region around gender equality. These structures should be based on already existing gender coordinating mechanisms in the country so as not to duplicate efforts. The steering committee meets at least once a year while it is necessary for country interventions in most instances. A six member think tank guides the work of the Alliance in between annual meetings. The Alliance Manager and Programme Officer based at the Secretariat housed by Gender Links convene and service these meetings and teleconferences. Since 2013, the alliance focussed on strengthening South African coalition building through a dedicated programme officer. Visibility is achieved through the monthly [Roadmap to Equality](#) newsletter and to collect examples of the SADC Protocol@work. The alliance networks are encouraged to contribute towards the newsletter.

### **Monitoring and evaluation**

The Alliance programme measures change through various monitoring and evaluation tools. These tools will be carried forward in this strategic period although some will be reviewed to align with the Post -2015 Protocol. The monitoring and evaluation tools it uses include:

- The SADC Gender and Development Index (SGDI) developed and used in the Barometer since 2011. See <http://genderlinks.org.za/survey/index.php>
- Citizen scorecards calculate citizen perceptions. These are referred to in the executive summary and throughout all chapters in this barometer.
- Knowledge quizzes measure the extent of women and men's knowledge of the SADC Gender Protocol to see if advocacy efforts have made a difference.
- Attitudes quizzes measure the extent to which gender attitudes are becoming more progressive.

Qualitative information is collected on how the SADC Gender Protocol has been used by various stakeholders through the SADC Protocol@Work, which also demonstrates impact. See <http://www.genderlinks.org.za/page/protocol-work> .

### **Innovation**

The Alliance continues to use innovation through technology and coalition building to implement, monitor and hold governments accountable. Below are a few examples of innovation for the Alliance:

- **Alliance structure:** The Alliance started with a hierarchical structure which has now evolved to a circular structure that allows more coordination between the networks. The Alliance now has a chair supported by an executive committee.
- **Gender equality yardsticks:** The Alliance developed a basket of 23 empirical gender indicators in the form of the SADC Gender and Development Index (SGDI). This followed the adoption of the Protocol which did not have ways of measuring progress towards targets. Moving forward, the Alliance will take this innovation further by revising the SGDI to accommodate new areas of the Protocol Post 2015. The Citizen Score Card (CSC) is another way which the Alliance has shown innovation. This is a measure of citizen's perceptions on government performance for gender equality across all areas of the Protocol. The CSC will be reviewed in line with new areas of the Post -2015 Protocol.
- **Online profiling of gender equality implementation:** The Alliance collates case studies on gender equality and includes these in an online platform to profile work on the ground for best practices on gender mainstreaming. This will be carried on Post -2015 to ensure that the programme moves towards a data visualisation age.
- **Evidence based research:** The Alliance networks conduct research which links the Protocol to work on the ground and presents evidence through case studies.

## Results achieved

### *Keeping up the pressure on delivery:*

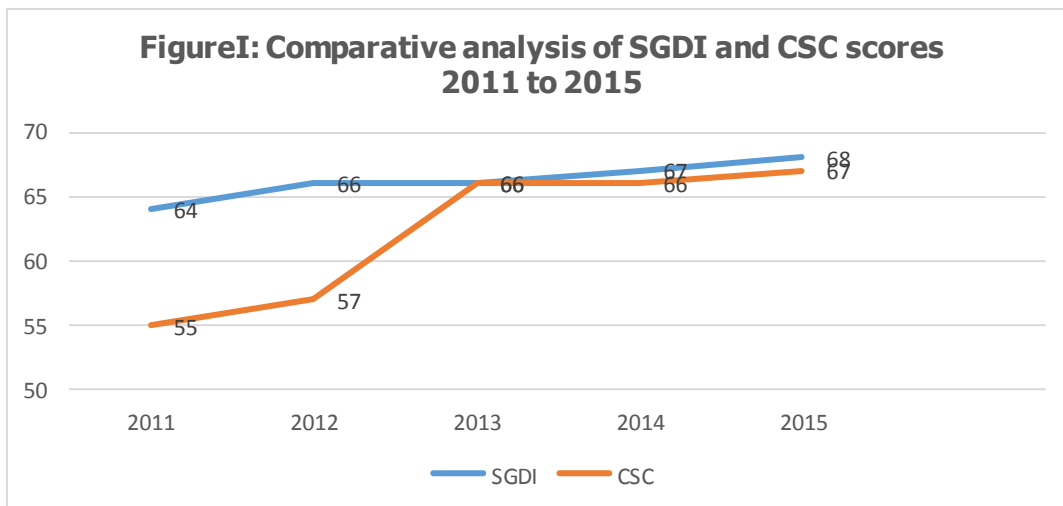


Figure I shows the progression of the SGDI and the CSC over the five years that these indicators have been tracked. Typical of empirical measures, the SGDI has moved slowly, from 64% to 68%, a four percentage point increase. The CSC on the other hand has increased by twelve percentage points from 55% to 67%, underscoring the optimism among the people of SADC that gender is now on the agenda. *But at 68% for the SDGI and 67% for the CSC, the region is only about two thirds of where it should be by 2015 using these measures. This explains the key message of the 2015 Barometer: Action and results must be the name of the game from 2015 to 2030!*

**Shaping the Post-2015 Agenda in Southern Africa:** Since the 2014 Barometer, the Alliance has been reviewing the SADC targets against the 17 goals and 169 indicators of the SDGs. The Alliance found that the Protocol needs to be bolder and more specific in a

number of areas. Target five of the SDG's on gender equality goes much further than its predecessor MDG 3. The global agenda includes GBV, has a number of economic indicators (including the unwaged work of women); goes beyond numbers in women's political participation through provisions for "effective" leadership and pushes some boundaries on reproductive health and rights.

On the other hand, the SDG's are thin on gender, media and ICT's, sparking an outcry by the Global Alliance on Media and Gender, chaired by Gender Links, that also hosts the Secretariat of the Alliance. Globally, all eyes are now on the indicators that will accompany the SDG's that are expected to be adopted by Heads of State at the UN General Assembly in September. The Alliance and GAMAG have shared a potential 300 gender indicators with technical committees working on the global framework. As of latest count, the SDGs had 35 specific indicators on gender, a considerable improvement on the 8 in the MDG's criticised for taking a minimalist, basic needs approach to gender equality. This illustrates how Southern Africa has influenced the global gender agenda, while also looking to strengthen its own position.

The Alliance began 2015 with a well-articulated campaign demanding that the region:

- Conduct a thorough and honest review of the last seven years, and use this to reposition for 2030.
- Ensure that all gender provisions of the SDGs are incorporated.
- Go further than the SDGs on gender, media and ICTs.
- Strengthen the sustainable development provisions of the SADC Gender Protocol.
- Strengthen the rights-based language in the SADC Gender Protocol.
- Remove contradictions and anomalies around custom, tradition and religion.
- Adopt an implementation framework with strong gender disaggregated indicators.

The campaign met with considerable bureaucratic inertia from the SADC Secretariat that hesitates to re-open Protocols and is quick to point out that none of its other protocols have targets let alone indicators.<sup>1</sup> It also faced passive resistance from Zimbabwe, the current chair of SADC, which is generally suspicious of civil society led initiatives. The country also currently does not have a gender minister. But Malawi, the immediate past chair of SADC, supported by South Africa, Mozambique, Seychelles and Lesotho has provided strong leadership in support of revising the SADC Gender Protocol Targets.

In a major step forward, gender ministers meeting in Harare from 27-29 May 2015 adopted a roadmap for the review of the SADC Gender Protocol Targets. They agreed that to be current, these should be aligned to the SDGs, African Union Agenda 2063, and the Beijing Declaration and Platform for Action. Breaking with SADC protocol traditions, the ministers insisted that the Protocol should be accompanied by "a regional monitoring, evaluation and reporting framework aligned with Specific, Measurable, Achievable, Realistic and Time-Bound (SMART) targets and indicators" to be finally adopted during the next SADC Meeting of Ministers responsible for Gender/Women's Affairs in 2016.

In future, "progress made on implementation of the Protocol on Gender and Development" is to be reported annually in every meeting of Ministers responsible for Gender/ Women's Affairs. Attending her first gender ministers meeting, Dr Tax requested technical assistance from the Alliance, along with UNWOMEN in the forward processes

---

<sup>1</sup> E Mail communication with the Alliance, E Kakukuru; 11 May, 2015.

**Citizens empowered to claim their rights:** Activists, local authorities, media practitioners and government officials from all across SADC presented 1034 SADC Protocol@work case studies in 2015 compared to 559 case studies gathered in 2012. Altogether the Alliance has gathered 2863 case studies of how the SADC Gender Protocol is being used at all levels to advance gender equality. The case study that follows of one of the youngest winners of a summit award shows how the Protocol and the summits work together to bring about change on the ground.

**Strengthening civil society;** The Alliance compiled a booklet and DVD, *"Roadmap to Equality"*, documenting the strategies used to get the Protocol adopted and implemented, including evidence-based lobbying, use of the media, drafting, and understanding the workings of inter-regional organisations. The Alliance, which represents the gender sector in the SADC Council of NGOs, has become a model within the NGO community for effective organisation and results, as reflected in this comment by the umbrella body:

On the eve of the SADC Heads of State Summit in Malawi in August 2013 the then President, Joyce Banda, presented GL with an **award on behalf of the African nion** as one of two outstanding civil society organisations that have promoted the rights of African Women through work at the sub-regional level. The ceremony formed part of the tenth anniversary of the African Union Charter Protocol to the **African Charter on Human and Peoples' Rights on the Rights of Women in Africa**.

"SADC CNGO recognises the Alliance as a key and strategic partner. SADC CNGO also considers GL as an expert or reference organisation on gender. They are the "architect" on gender. Every time we need to go deeper we ask GL to do deeper analysis. For example, SADC CNGO invited GL to sit on our poverty observatory committee and be part of the regional steering committee. When we developed our climate change paper and the Poverty indicators, we gave it to GL for peer review. We are working to mainstream gender in all our programming with impetus from the Alliance. Our work is to see the SADC Gender Protocol targets become a reality. We have other regional Protocols and on poverty and development, environment and forestry among several but the implementation and tracking of the SADC Gender Protocol is more advanced because of the nature of how it is formulated and the socio-political environment." – *Bob Muchabaiwa, former head of research, SADC CNGO*

A search on google academic shows that the SADC Gender Protocol civil society initiative is widely referenced in academic circles for its effective citizen action and mobilisation. One example is the article by W.N. Raditloaneng entitled *"Towards a transformative reconstruction of gender: A critical review of women in the international space"*: This paper uses the SADC Gender Protocol in its analysis of the role that women play in the international space. The author refers to the importance of partnerships and Gender Links commitment to the SADC Gender Protocol.

"Gender Links and partnerships are also crucial because until we start working together, we remain individuals with a pull her down (PHD) syndrome. Together women can succeed. As a collective of women founders, women need baseline to set up baseline information, record women's history in the gender movement to know who is available for a particular type of work." <sup>2</sup>

---

<sup>2</sup> P 56 International Journal of Sociology and Anthropology Vol. 5(2), pp. 50-58, March, 2013

***Ripple effects - East Africa emulates the SADC Gender Protocol:*** As a result of the Alliance initiative, the Eastern African Sub-regional Support Initiative (EASSI) has started an engagement with the East African Community on a Gender Protocol modelled on the Protocol.

***Changing lives, changing communities:*** A key achievement over the last few years is the implementation of the SADC Gender Protocol at local level through the Centres of Excellence for Gender in Local Government. The case study from Zvimba Council in Zimbabwe shows how mobilisation around the SADC Gender Protocol changes lives, attitudes and perceptions:

### **Lessons learned**

Capacity building remains key for the successful implementation of the SADC Gender Protocol. GL, with its pool of resources has the potential to build that capacity with governments and civil society. However GL cannot accomplish such without the critical mass of civil society from the ground in-country. Although civil society is critical, political buy in is essential in implementation.

The depth of evidence from the ground as shown through the case studies is a critical voice that needs to be brought before policy makers for the change that citizens want. With little resources, the SADC citizens are innovatively ensuring inclusive governance especially on issues such as climate change and GBV.

Resource mobilisation remains a major challenge for coalition building of the gender movement. However, the Alliance led by the think tank is innovatively sharing contacts to ensure that members link with one another and that there is no duplication of work. Some major lessons for the programme are as follows:

- GL has an opportunity to profile itself at a global level through formation of alliances across sectors and advocacy of the post 2015 agenda. Although the THE PROTOCOL targets expire in 2015, this creates an opportunity for civil society and governments in SADC to collaborate towards a strong gender equality implementation framework. A strengthened alliance network is key to achieving impact in tracking and taking stock of the SADC Gender Protocol implementation leading up to the post 2015 agenda.
- The SADC Gender Protocol barometer is a revealing platform that draws the attention of policy makers at the national level. It has been emulated continentally and globally.
- Peer learning across media houses, private sector, governments and civil society is critical for sustainability and ownership.
- Visualising data will enhance GL's capacity in tracking progress and develop advocacy tools for gender equality.
- Value for money can be achieved through pooling of resources across programmes, collaboration with partners and implementing effective policies such as the Green policy.
- Although working with governments is not always easy, those that have stayed with the gender mainstreaming process have achieved impact in influencing other sectors to mainstream gender.
- Funding constraints remain a challenge for outreach with some partners and sectors. However, GL is making concerted efforts to fundraise and encourage in kind support from stakeholder to enhance sustainability. A shift of focus towards increasing voice,

choice and control for SADC’s citizens through the Post -2015 agenda could yield results in governments’ progress in gender equality.

- Partnerships need to be strategically developed in light of the post 2015 agenda, competition for resources, organisational capacity and mandate as well as span of outreach. This also impact in flexibility of programming.
- Working with men’s and sexual minority groups has widened GL’s scope of programming. However, this has to be carefully manage in the SADC region as some countries are not receptive to a rights approach to sexual minorities.

### Future direction

Area	Breadth	Depth
Programme design	15 SADC countries, international and continental linkages	Work with the SADC GU in finalising the post 2015 SADC Gender Protocol and its MER framework. Develop advocacy toolkits, research and visualising data – digitalising information. Mount an innovative new advocacy campaign on the Post 2015 SADC Protocol. Review the SGDI and the CSC in line with the Post 2015 SADC Gender Protocol.
Programme delivery		Review country Barometers – online dynamic data bases and fact sheets rather than annual hard copy reports.
Partnerships		Build the capacity of partners to enhance ownership of the Alliance programme. Develop links with the private sector as possible partner. There is need to partner with international and continental organisations to promote regional learning.
Funding		Capitalise on country specific funding, diversify funding to include capacity building

## MEDIA PROGRAMME STRATEGY

KEY INDICATORS (EG)	NOW	2020
No of countries of operation	14	15
Proportion women sources	21	30
Proportion women in media management	23	50
No of media COEs	100	100
No of Gender in Media Training COE	7	10
Contribution by media COEs to COE work		N/A
Average Gender Score Card	78%	88%
SADC Gender and Development Index (SGDI) score	66%	76%
Citizen score	66%	76%

### Goals

To contribute to the Post 2015 SADC Gender Protocol target of attaining gender equality in and through the media through Centres of Excellence for Gender in the Media and Media Education as well as leveraging of this work globally through the UNESCO-initiated Global Media and Gender Alliance (GAMAG) that GL chairs.

### Specific objectives

- To accelerate progress on attaining gender equality in and through the media through advocacy around the findings of the Gender and Media Progress Study (GMPS) and the Global Media Monitoring Project (GMMP).
- Provide a platform for knowledge sharing and learning around gender and the media.
- Empower journalism and media training institutions to mainstream gender in their curriculum.
- Contribute to strengthening the gender and media movement in Southern Africa and beyond, through the Gender and Media Diversity Centre (GMDC) and the Global Alliance on Media and Gender (GAMAG)
- To continue supporting media to mainstream gender in institutional practice and content.
- Engage and empower citizens on gender and media issues.

### Link to the GL Theory of Change

Whilst women's absence from decision-making is one of the most visible forms of gender inequality, their absence from the media tells a story of lack of voice and participation. The gender gaps in media institutions ultimately manifest themselves in content. Gender Links theory of change is cognisant of media's potential role in shaping societal attitudes around gender. Working with media institutions to transform gender relations ultimately leads to changes in individual attitudes, community attitudes and eventually change at the societal level.

Level	Tool	How we measure
Policy	Gender and Media Progress Study (GMPS)	The GMPS is a comprehensive media study that cuts across key areas, namely content, media house institutional practice, advertising and gender in media education and training. The GMPS therefore provides up to date data on all facets of the media.
Institutional	At the micro level GL has a package of M and E tools to measure progress at the micro-level. This includes the media house gender score card.	The media house scorecard provides information on media house policy and practice covering <ul style="list-style-type: none"> <li>• Workplace conditions</li> <li>• Policy framework</li> <li>• Editorial Content and programming</li> <li>• Gender Management systems</li> </ul>
	GIME scorecard	The GIME scorecard is an overall assessment of journalism and media studies departments' performance in mainstreaming gender. Key areas covered include <ul style="list-style-type: none"> <li>• Policy framework</li> <li>• Enrolment</li> <li>• Teaching curriculum</li> <li>• Teaching materials</li> <li>• Assessment</li> </ul>
	Media house institutional profiles	As part of gathering evidence of the SADC Protocol@Work, GL documents profiles of institutions that are mainstreaming gender in institutional practice and content.
Individual	Drivers of change profiles	These are individual accounts of how GL's media interventions have changed media personnel' attitudes to gender. These further elaborate on how these individuals are driving change within their institutions.
	Attitudes quiz	This tool gauges media' personnel attitudes to gender. The tool has general questions as well as specific questions on media's representation of women and men.

### Background and context

With its original slogan, "gender equality in and through the media", Gender Links is recognised for leading the gender and media movement in Southern Africa and defending this cause across the globe. GL's media programme has been in existence since the organisation's inception in 2001 acting as the backbone to the organisation's work to transform gender relations in and through the media.

Section J of the 1995 Beijing Platform for Action (BPFA) identified media as one of the critical areas of concern in achieving gender equality, under two critical areas, women's equal participation in the media and decision-making positions as well as improving the representation and portrayal of women in media content. Yet, close to twenty years later, there are glaring gender gaps in both institutional composition and content.

The International Women's Media Foundation (IWMF) Global Report on the Status of Women in the News Media reveals that globally, men occupy 73% of the top management jobs compared to 27% occupied by women. Among the ranks of reporters, men hold nearly two-thirds of the jobs, compared to 36% held by women. The IWMF report showed that despite commitments made in Beijing, the glass ceiling for women is still very much alive in 20 of the 59 nations studied.

The 2010 Global Media Monitoring Project (GMMP), conducted by the World Association of Christian Communication (WACC) shows that women constitute a mere 24% of news sources globally and 19% in Africa. The SADC Gender and Media Progress Study (GMPS) conducted by Gender Links also found that negative gender stereotypes still abound in the media.

These findings point to the need for stronger and more strategic civil society and media stakeholders who can actively engage with media standards and needs post 2015. The Beijing Plus 20 review and the drafting of a new global set of development goals present an opportunity for capacity building. The Global Alliance on Media and Gender (GAMAG) steering committee has identified capacity building as one of the key inputs to the effectiveness of the Alliance.

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. Knowledge sharing and learning has been an integral part of the media programme, with on-going monitoring and evaluation as well as knowledge sharing through the Gender and Media (GEM) summits and the SADC gender summits.

### Country specific situation analysis

		% women sources (2010-GMPS)	% women in senior management (2009 Glass Ceiling)	No of media COEs	Number of GIME COEs	GMPS research
<b>GL has no project sites but a very strong and vibrant media programme with both the media and GIME COE projects</b>						
13) DRC	DRC laws and the constitution provide for freedom of speech, information, and the press but in practice, these rights are limited. The government and non-state actors (such as armed groups) often use other regulations and methods to restrict freedom of speech and suppress criticism. <sup>3</sup> The political allegiance of most media outlets in DRC normally reflects that of their owner. Even media outlets which attempt to remain politically neutral often run stories which have quite clearly been sponsored by an interested party. <sup>4</sup>	19%	8%	12	1	Yes
14) Malawi	Section 36 of the Malawi Constitution states that the press shall have the right to report and publish freely, within Malawi and abroad, and to be accorded the fullest possible facilities for access to public information. Additionally, Section 35 states that everyone shall have the right to freedom of expression. Radio continues to be the most popular medium of accessing information as it has the widest reach and is available in vernacular languages. <sup>5</sup> Malawi has active community radio sector.	20%	26%	12	2	Yes
15) Tanzania	Tanzania has a very vibrant media industry with strong regulatory systems. The new draft constitution makes provisions for media freedom and free media access to all its citizens. There are a high number of private media houses as well as a strong community media industry.	21%	30%	8	1	Yes
<b>GL has offices, media work is moderately achieving desired results. Programme is rolling out both the media and GIME COE projects</b>						
16) Botswana	Freedom of expression is enshrined in Chapter 12 of the Botswana Constitution. On the surface, the country seems to have a relatively free and diverse media environment. Although the press in Botswana is relatively free, there are a	20%	39%	7	1	Yes

<sup>3</sup> <http://uncoveringthedrc.blogspot.co.za/2012/01/media-landscape-in-drc.html>

<sup>4</sup> [https://www.internews.org/sites/default/files/resources/drc\\_guide\\_-\\_final\\_051212\\_20.12.12.pdf](https://www.internews.org/sites/default/files/resources/drc_guide_-_final_051212_20.12.12.pdf)

<sup>5</sup> <http://library.fes.de/pdf-files/bueros/africa-media/09541.pdf>

		<b>% women sources (2010-GMPS)</b>	<b>% women in senior management (2009 Glass Ceiling)</b>	<b>No of media COEs</b>	<b>Number of GIME COEs</b>	<b>GMPS research</b>
	number of laws, like the National Security Act, that restrict free access to information. The government has been reluctant to pass the Freedom of Information Act, although it is provided for in a number of government policies – including the national strategic vision –Vision 2016: <sup>6</sup>					
17) Lesotho	While the Lesotho Constitution does not directly mention press freedom, it guarantees freedom of expression and information exchange. However, multiple laws, including the Sedition Proclamation No. 44 of 1938 and the Internal Security (General) Act of 1984 prohibit criticism of the government, provide penalties for seditious libel, and endanger reporters' ability to protect the confidentiality of their sources. <sup>7</sup>	32%	56%	10	0	Yes
18) Madagascar	Madagascar enjoys a diverse and pluralized media landscape which in recent times has been dominated by radio. Madagascar has a liberal policy towards the media, which has fostered the development of media pluralism and diversity. <sup>8</sup>	23%	20%	6	1	Yes
19) Mauritius	Freedom of expression has always been guaranteed under Section 12 of the Constitution of Mauritius. Within the same section, limitations are possible in the "interests of defence, public safety, public order, public morality or public health." Although Mauritius has not signed the SADC Gender Protocol, the constitution guarantees gender equality across all sectors.	19%	22%	4	1	Yes
20) Swaziland	Freedom of expression is guaranteed in the 2005 Constitution of the Kingdom of Swaziland. However, subsequent clawback clauses restrict this right, and King Mswati III can suspend the right to freedom of expression at his discretion. There are no laws or parts of laws restricting freedom of expression such as excessive official secret, libel acts, legal requirements that restrict the entry into	19%	29%	4	0	Yes

<sup>6</sup> [http://downloads.bbc.co.uk/worldservice/trust/pdf/AMDI/botswana/amdi\\_botswana3\\_media\\_health.pdf](http://downloads.bbc.co.uk/worldservice/trust/pdf/AMDI/botswana/amdi_botswana3_media_health.pdf)

<sup>7</sup> [http://www.mediamonitoringafrica.org/images/uploads/Lesotho\\_Interim\\_Report\\_PrintVersion\\_2.pdf](http://www.mediamonitoringafrica.org/images/uploads/Lesotho_Interim_Report_PrintVersion_2.pdf)

<sup>8</sup> <http://www.unesco-ci.org/ipdcprojects/countries/madagascar>

		% women sources (2010-GMPS)	% women in senior management (2009 Glass Ceiling)	No of media COEs	Number of GIME COEs	GMPS research
	the journalistic profession or laws that unreasonably interfere with the functions of media					
21) South Africa	In the last couple of years, South Africa has seen the development and establishment of crucial industry bodies in response to the democratic imperative for accountability, including the newly revitalised Press council and the Broadcast Complaints Commission (BCCSA). However, there are threats to media freedom from various quarters – some by government, political parties; others from the profit-seeking corporate sector. <sup>9</sup>	20%	35%	15	2	Yes
22) Zambia	Freedom of expression is protected in Article 20 of the Zambian Constitution. With regard to media protection in the constitution, article 20 (2) states that “subject to the provisions of this constitution no law shall make any provision that derogates from freedom of the press.” Political issues continue to dominate the mainstream media, and diversity of content in the print media remains limited. Great strides have been made in the area of self-regulation, which has narrowed the divide between state and privately owned media as they united in the establishment of the self-regulatory body, the Zambia Media Council (ZAMEC). On the one hand, citizens are not at all able to express themselves freely, particularly due to the perceived high levels of political intolerance. <sup>10</sup>	14%	33%	6	0	Yes
<b>GL has offices, media work is very weak and not achieving the desired results. Implementing both the Media and GIME COE projects</b>						
23) Mozambique	Mozambique’s revised 2004 constitution guarantees freedom of the press, explicitly protecting journalists and granting them the right not to reveal their sources. However, the 1991 Press Law contains some limitations on these rights, particularly on national security grounds. The environment for media freedom worsened in 2013, primarily due to an increase in attacks and detentions of	14%	35%	8	1	Yes

<sup>9</sup> [http://www.gcis.gov.za/sites/www.gcis.gov.za/files/docs/resourcecentre/medialandscape2014\\_ch5.pdf](http://www.gcis.gov.za/sites/www.gcis.gov.za/files/docs/resourcecentre/medialandscape2014_ch5.pdf)

<sup>10</sup> <http://library.fes.de/pdf-files/bueros/africa-media/10575.pdf>

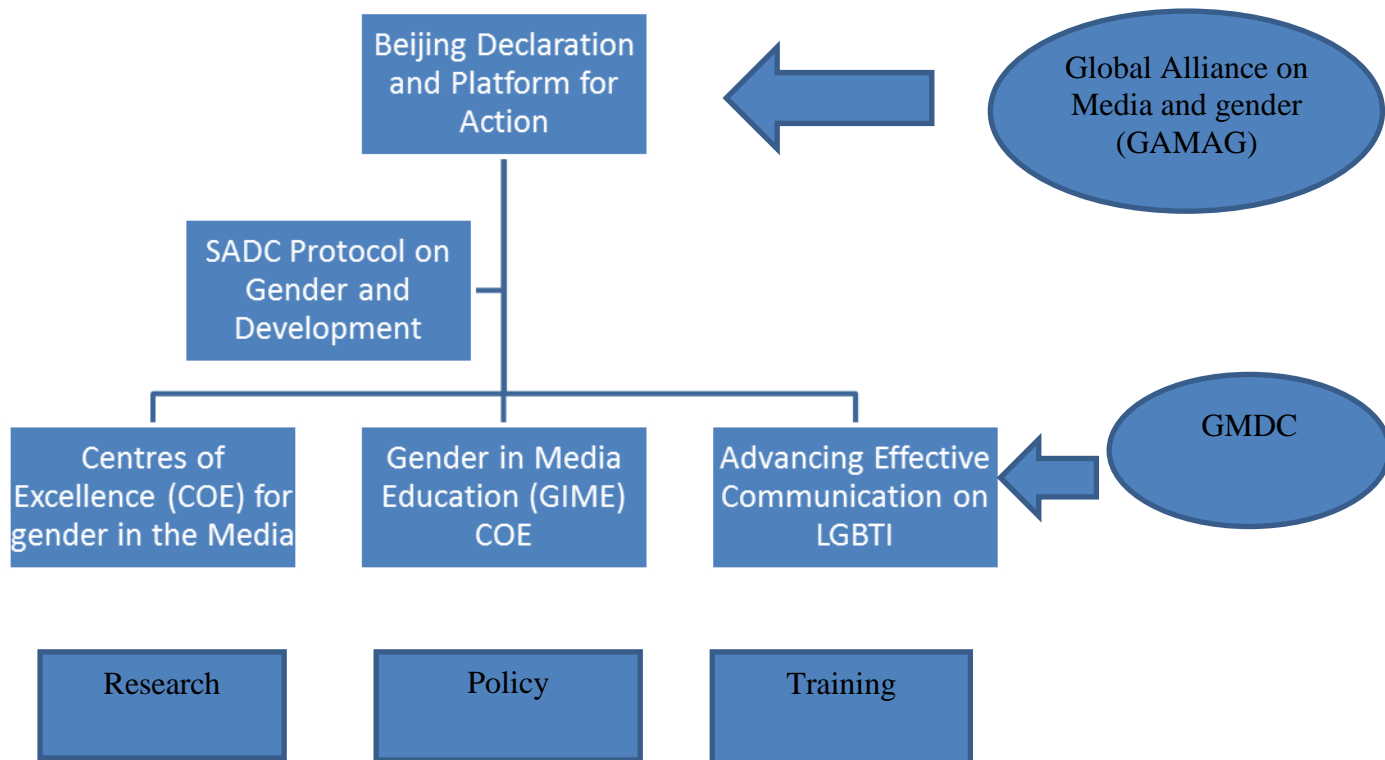
		% women sources (2010-GMPS)	% women in senior management (2009 Glass Ceiling)	No of media COEs	Number of GIME COEs	GMPS research
	journalists by both security forces and non-state actors, as well as the firing of editors whose coverage was deemed overly critical of the government. <sup>11</sup>					
24) Namibia	The Constitutional guarantee contained in Article 21.1 (a) of the Namibian Constitution gives all Namibians the right to freedom of expression, including freedom of the press and other media. The country boasts a broad cross-section of media with five daily papers, several periodicals, two commercial television stations, one religious television channel and seven commercial radio stations. <sup>12</sup>	20%	35%	1	1	Yes
25) Zimbabwe	Zimbabwe has repressive media laws which hinder free media practice. There are laws around access to information based on the principles of 'official secrecy acts'. Media industry is also highly polarised with private media aligning itself to civil society and human rights defenders whilst the public media has been reduced to a government conduit. Persecution of journalists is common.	16%	10%	2	1	Yes
<b>GL has no project sites but conducts periodic media work</b>						
Seychelles	Seychelles is a low media density country with very few media outlets. The main outlet is the Seychelles Broadcasting Corporation. The creation of the Seychelles Media Commission sought to provide a platform for adjudication on media issues while ensuring more freedom, and the reduction of television and radio licence fees. The SMC launched its code of conduct for all public media on Press Freedom day 2013. <sup>13</sup>	31%	N/A	0	0	Yes
<b>TOTAL</b>		<b>Av=19%</b>	<b>Av=21%</b>	<b>108</b>	<b>12</b>	<b>14</b>

<sup>11</sup> <https://freedomhouse.org/report/freedom-press/2014/mozambique>

<sup>12</sup> [http://www.fesmedia-africa.org/uploads/media/AMB\\_Namibia\\_2011\\_01.pdf](http://www.fesmedia-africa.org/uploads/media/AMB_Namibia_2011_01.pdf)

<sup>13</sup> [http://mfa.gov.sc/uploads/files/filepath\\_53.pdf](http://mfa.gov.sc/uploads/files/filepath_53.pdf)

## Programme design



## Innovation

- The media COE concept represents an innovative and unprecedented attempt to mainstream gender in the media at institutional level. This initiative spans 13 countries and 108 media houses (about one-third of the media houses in Southern Africa) as well as seven journalism and media training institutions. The COE approach offers ongoing support to media institutions thereby ensuring high-levels of capacity enhancement.
- As part of empowering media houses to monitor their own performance, GL has designed a media self-monitoring tool, which enables media houses to obtain a quantitative overview of progress on gender in media content at the click of a button. The self-monitoring model sees media houses monitoring themselves at six-month intervals.
- Over the years, GL has come up with innovative ways of doing research based on experienced gained through the *Mirror on the Media* series, Gender and Media Baseline Study, Gender in Advertising, Gender and Tabloids, Gender in Media Education (GIME) audit as well as the Glass Ceilings in Southern Africa research studies. The 2015 Gender and Media Progress Study (GMPS) is an innovative approach which brings together all past research studies. The 2015 study also brings in key issues such as media coverage of cross-cutting themes like disability and LGBTI.

## Results achieved

**Global advocacy:** GL achieved its target of working through GAMAG to develop a post 2015 position paper and petition supported by 500 member organisations around the world. Although UN Member States were not be open to new additions before the adoption of the SDGs in September, the campaign has galvanised GAMAG; strengthened GL's work with the Southern African Broadcasting Association (SABA) and ensured stronger gender and media provisions in the post-2015 SADC Gender Protocol. Breaking new ground and a positive sign for the long term, seven media training institutions have joined the COE process as per target.

**Policy framework for gender responsiveness in and through the media:** 85 media COEs have developed gender policies to guide their operations. The gender policies cover all facets of media operations including, policy framework, working environment and editorial content and programming. Media COEs have developed as part of efforts to create an enabling environment for gender equality to flourish. This includes the existence of sexual harassment policies. The average gender score for media COE's has moved from 68% in 2014 to 78% in 2015, five percentage points higher than the target of 73%.

**Women in decision making:** There has been a steady increase in the proportion of women in management across media in SADC. Women now make up 41% of those in management in SADC in the media houses that GL is working with. BAM Media of Lesotho, publisher of the Informative Newspaper, Finite and Achiever Magazines, has embraced gender mainstreaming. BAM is one of the few media houses in SADC owned and run by women. Although BAM is still finalising its gender policy, it is evident that gender mainstreaming is a key area of consideration. At Informative newspaper, the Managing Editor and the Editor are female. A discussion with men within the media house has also revealed that there is dynamic leadership, which caters for the needs of both women and men. Christian Voice radio station in Zambia has now set targets for achieving gender balance at all levels by 2015. Three females (75%) out of the four journalists and three (60%) of the five presenters are women employed by the community broadcaster. The station has participated in International Women's Day and Sixteen Days of Activism against gender violence campaigns, and done live broadcasts of gender issues for example during elections.

**Gender in content:** As part of the 2015 stock take, and applying VFM principles, the media programme is combining five earlier baseline studies on gender within media houses; in media content; advertising; education; tabloids and radio into one overall Gender and Media Progress Study (GMPS) aligned to the Global Media Monitoring Project. GL will be able to assess progress on women's sources in the media by December 2015.

Media houses have reviewed their editorial policies to allow for gender responsive content and programming. Zimbabwe's Radio Dialogue, a community radio station based in Bulawayo is a good example of programming that takes account of the needs of the communities they serve. Examples of gender programmes include Ezobulili and Fusion. The radio station also does vox- pops and road shows where they discuss and raise awareness on GBV and other gender related issues. Radio dialogue is well known for its road shows,

which draw people of Bulawayo together to discuss pertinent issues. This is also a good example of a media that reaches out and serves the interests of the community.

### Lessons learnt

Area	Strengths	Challenges
<b>Programme design</b>	Constant monitoring evaluation exercises are key in benchmarking progress and pulling out case studies of impact. The COE verification process, which forms stage 9 of the COE process, has given GL insights into the impact of the work on the ground. The M and E designs allows for both quantitative and qualitative approaches.	Failure by media houses to document progress throughout the process compromises the M and process. Often when GL conducts the external evaluation, there is often lack of supporting documentation.
	In-house workshops have given visibility and life to the work of individual media houses. The evidence emerging from COE verification is that the in-house model has led to increased awareness of the COE project.	Journalists and programming personnel often have to attend to pressing work commitments during the workshops thereby disrupting flow. For example some Editors would call journalists out of workshops.
	With sustained support to media houses, change is possible.	
	Knowledge sharing at the SADC gender summits have provided a learning platform for media as well as the opportunity to network with other sectors.	The SADC Gender summits have obscured the media sector and emphasis has been placed on the SADC Gender Protocol Alliance. Media stakeholders do not feel that they own the space like they did with the Gender and Media summits. The SADC gender summits have also narrowed the scope of engagement with a limited number of media learning streams.
<b>Programme delivery</b>	The COE process has raised the gender awareness levels of media house personnel in the 12 countries. Whilst there is room for growth and improvement, there is evidence that this programme has gotten media thinking about issues of voice, inclusiveness and accountability to audiences.	It is also evident that some media houses are finding it hard to mainstream gender in institutional practice. Whilst some media houses have gender policies, they cannot concretely show how they are implementing these gender policies. This is also evident in editorial content where the preliminary findings of the monitoring show that the regional average is still below 30% target GL aims to achieve by 2020.
	Media houses taking ownership is highly commendable in countries such as Mauritius, Madagascar and Malawi, where management is involved in the process.	Media houses are still largely dependent on GL to take the lead in bringing gender issues to the fore. Whilst there is awareness of the gender gaps, journalists are not taking the lead in reporting on gender specific topics.

Area	Strengths	Challenges
<b>Partnerships</b>	The COE processes have strengthened the relationship between GL and institutions of journalism and media training. This has also seen trainers benefitting from the capacity building initiatives.	The media programme has not utilised the GMDC to strengthen partnership with media institutions in the region. This has weakened movement building and scope of collaboration with different partners.
<b>Funding</b>	The media programme has relied on flexible funding from DFID PPA. This has allowed for greater innovation and allowed the programme to review design based on impact assessment exercises. The programme has also benefitted from grants from the Ford Foundation, the World Association for Christian Communication and UNESCO.	The programme has not secured any funding for the post PPA period.

### Future direction

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

- **GMPS results advocacy:** Following the ongoing GMPS data collection, the programme will place emphasis on results dissemination and engagement with key stakeholders. These include media houses, editors' forums, media regulators and journalism and media training institutions. GL will conduct launch seminars in all the countries through its advocacy arm, the GMDC.
- **Knowledge exchange through the Gender and Media Summits:** Based on the success and challenges of the SADC Gender summits, the programme will revive the GEM summits which have proved to be an effective knowledge sharing platform specifically targeting the media sector. The GEM summits will bring together media trainers, learners, managers, owners, researchers, journalists, content producers, regulators as well as editors' forums among others.
- **Forging more effective partnerships through the Gender and Media Diversity Centre (GMDC):** With its slogan, 'connecting, collecting and collaborating,' the GMDC will continue to forge partnerships and agreements that will lead to increased knowledge generation and sharing. GL will place more emphasis on creating a community of practice that will largely focus on training and research institutions in SADC and beyond.
- **Global gender and media engagements through GAMAG.** GL will continue its global engagements around gender and media. With another year to go as chair of GAMAG, GL will lead a mapping exercise on GAMAG member activities as well as strengthening GAMAG's plan of action 2016-2020.
- **Strengthening the media training portfolio-working with institutions of higher learning:** With the adoption of the COE model, the media programme has

focused more on training for mainstream media personnel. In the next five years, the programme will engage institutions of higher learning more as a way of strengthening the training component of the programme. This will include thematic and periodic workshops for mainstream media.

- ***Reaching out to citizens through the media literacy project.*** GL will strengthen the media literacy project, which has been the media programme's main interaction with citizens, by working with institutions of higher learning and GEM networks. Work with GEM networks requires capacity building and collaboration at the local level.
- ***Explore funding opportunities post DFID PPA phase.*** It is essential that the media programme obtains stable funding from a major donor post DFID PPA. Ford Foundation is a potential donor with interest in advancing effective communication on media and LGBTI in Africa. GL will explore possibilities for extending this relationship post current grant.

**GOVERNANCE PROGRAMME STRATEGY  
2016 - 2020**

KEY INDICATORS (EG)	NOW	2020
<b>Local Government Centres of Excellence (COE) project</b>		
No of countries of operation	10	12
No of local government COEs	428	698
Proportion of COEs to local authorities (%)	43%	70%
COE stages complete with gender score card	428	698
COE stages complete with gender based violence score card	428	698
Average Gender Score at Local Government	66%	71%
Number of district level summits	30	100
Proportion of population covered (%)	26%	35%
Proportion of cash and in-kind contributions from COE councils to gender mainstreaming and gender specific budgeting (%)	71%	80%
<b>Gender and Elections</b>		
No of quotas for women in parliament	2	5
No of quotas for women in local government	3	6
Average proportion women in parliament (%)	27	50%
Average proportion women in cabinet (%)	22	50%
Average proportion women in local government (%)	24%	50%
Proportion of women councillors in local government (%)	25%	30%

### **Programme Goal**

The Gender and Governance programme aims to **promote gender equality and responsive local governance in Southern Africa by 2020 in accordance with the provisions of the SADC Protocol on Gender and Development**. The programme is designed to enhance policy implementation, action planning and on-site training backed by evidence that informs programme design and implementation. This rights based and needs driven programme is guided by achieving the Sustainable Development Goals and is crafted in accordance with the provisions of the SADC Protocol on Gender and Development. This programme is pivotal to ensuring that the tier of government closest to the people, local government, is equipped with needed skills sets and knowledge to advance women's rights, justice and development through effective decision-making and efficient service delivery.

### **Specific objectives**

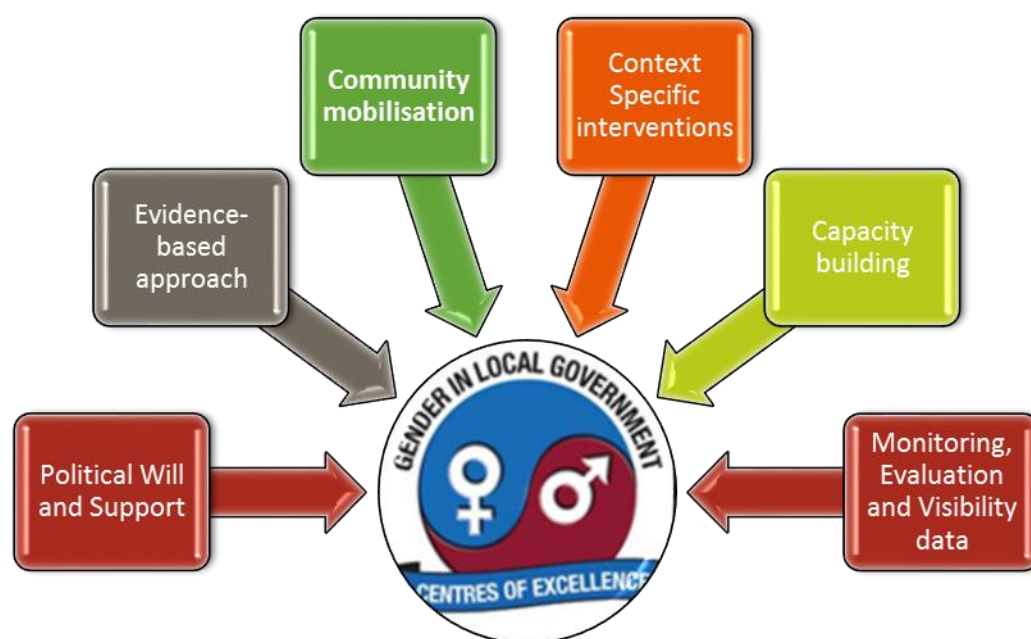
The 2015 to 2020 objectives of the programme are to:

- Increase women's effective participation in local government through campaigns for legislated quotas in local government;
- Enhance gender responsive governance through Centres of Excellence for Gender in Local Government in 70% of urban and rural councils in Southern Africa by 2020;
- Facilitate support for the roll out of the COE's to at least a third of SADC councils by 2020.
- Promote increased ownership and the sustainability of the COE programme by replicating and innovatively crafting government anchored and driven models for promoting gender mainstreaming.
- Strengthen local authorities strategies to reduce GBV community by community and progressively change attitudes on GBV in all COE councils.

- Roll out the tested hypothesis that increased economic capacity will result in a decrease in GBV and increased agency for women GBV survivors.
- Build access and increased mainstreaming of the governance programme and gender through partnership building with local government associations, councils and the relevant ministries.

## Background and context

Through research conducted over the last decade (see <http://www.genderlinks.org.za/page/governance-research> ) GL identified local government as a glaring gap in the gender and governance discourse. GL's research study, *At the Coalface, Gender and Local Government* has provided the first comprehensive data on women's representation, participation and impact in local government in Southern Africa – see <http://www.genderlinks.org.za/page/at-the-coalface>. Following this ground-breaking research, the governance programme was identified as the best way to address the gender inequality gap at local government level as it worked from the ground upwards. This approach also corroborates GL's efforts at promoting Gender Equality and Rights from the top – national and regional spheres – down. The **key principles** guiding the COE and governance work are outlined below:



Through the Centres of Excellence (COE's) on Gender Mainstreaming in Local Government concept, GL in partnership with local government associations in ten Southern African countries has worked with councils and municipalities to ensure that gender mainstreaming is entrenched in service delivery. Knowledge generation and learning has been highlighted during the annual Gender Justice and Local Government Summits that begin at district level to nationals and regional levels in a bid to cater for the increasing response; broaden council profiles and participation at country level; increase competition and quality of entries; strengthen partnerships and ownership of the process. Over the past two years, district

summits were held in seven countries, pre-summit verification workshops and national summits in all 10 countries where GL works at local government level, and these fed into the regional summits.

The COE programme currently targets 428 councils to have completed up to stage eight of the COE programme by December 2015. The map shows the spread of COEs in Southern Africa. By mid-2015, 325 (76%) of COE councils had developed costed gender action plans aligned to the SADC Protocol on Gender and Development to ensure gender responsive budgeting and governance within councils and communities. The Gender and Local Government Score Card comprises 25 questions used each year to measure the gender responsiveness of local government COEs, with more stringent evidence requirements during the 2014/2015 verification. Overall, since the project began the score has increased from 54% to 65% - an eleven percentage point increase. Councils contributed 71% to COE costs, showing buy-in for the process. Through Gender Link's smart partnerships, the COE councils are constantly monitored by Gender Links, Local Government Associations and councils themselves to ensure adherence to agreed objectives and annual targets set in action plans and in other gender specific or mainstreamed projects.

The development and adoption of council action plans is a critical milestone in the COE programme. Through these plans, councils show commitment to gender mainstreaming service delivery at the local level. Emerging evidence from the councils through the GL verification process shows increased ownership of the mainstreaming process and outreach to the community. The ten-stage COE process is showing impact through projects that are entrenched into the SADC protocol at work. Blending research and evidence, applied to strategies and action planning, with on-the-job capacity building and applied learning, vigorous monitoring and evaluation, affirming of good practise, and sharing of learning at the annual summits. Emerging evidence suggests that this is an effective and sustainable model.

Overall GL is working with local government associations across the region towards innovative strategies and models for cascading the COE's that include working through gender focal points of the associations and peer support, encouraging and facilitating twinning arrangements, and encouraging key partners, gender and other ministries to anchor gender mainstreaming and ensure its continuity within local, provincial and national government.

## Country specific situation analysis

*The table below provides an overview of the country context of countries GL has offices in and where the local government work is focused:*

Country	Classification	Brief political and socio-economic context	% women local government	% women national	Electoral system	Quota-local	Quota-national	Next elections
<b>GL has offices, COE work, Entrepreneurship training, GBV baseline studies have not been undertaken</b>								
26) Madagascar	Least Developed Country	Older liberation; years of political stalemate; high poverty levels, fragile economy; gender tangential to liberation war.	6	21	FPTP	No	No	2020 (tripartite)
27) Mozambique	Least Developed Country	Older liberation and civil war; Post conflict stable state; high poverty levels; women's rights and needs largely infringed by cultural beliefs; women emerged strongly in second wave struggles.	36	39	PR	Voluntary party	Voluntary party	2018-local; 2019-national
28) Mauritius	Upper middle income	Relatively stable political landscape; multiparty parliamentary democracy; upper middle income country; inequality is growing in Mauritius and relative poverty in increase; gender disparity still prevalent in politics and various economic sectors.	26	12	FPTP	Law-30%	No	2018
29) Namibia	Upper middle	New liberation; Constitutions crafted around the time of the Beijing	42	38	PR	Law –	Voluntary	2019 – national;

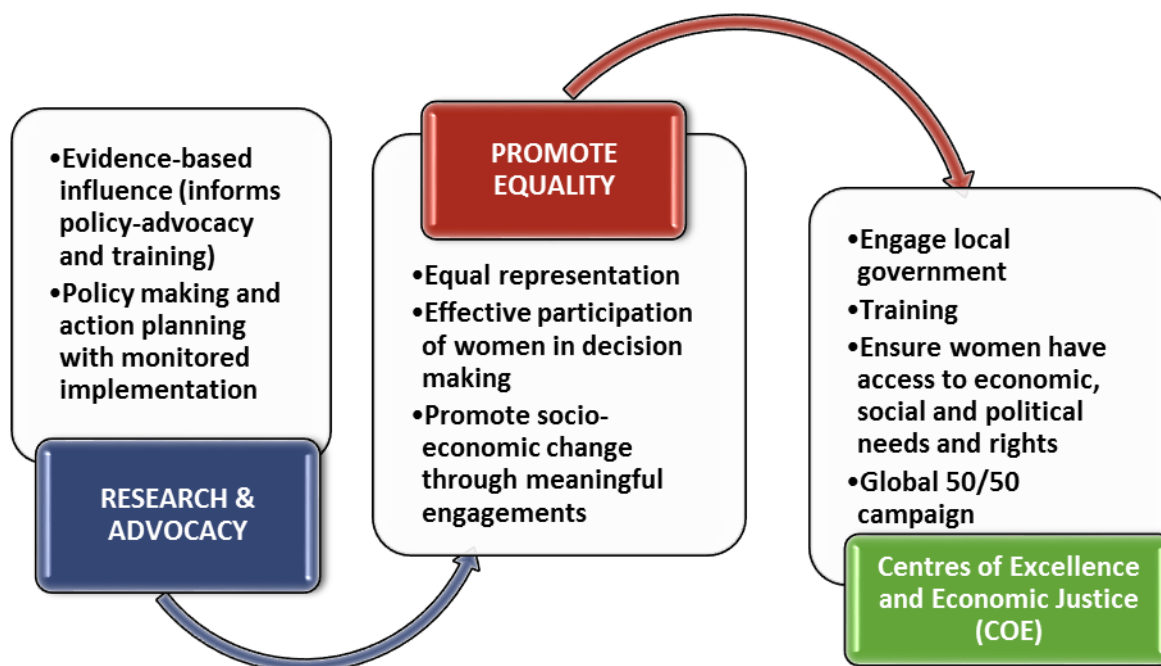
Country	Classification	Brief political and socio-economic context	% women local government	% women national	Electoral system	Quota-local	Quota-national	Next elections
	income	conference; leading political party progressive towards gender equality.				30%	party	2015 local
30) Swaziland	Low Middle Income	Monarchy; high levels of income disparity; deeply cultural practices that hinder women's rights and freedom, socially conservative.	12	14	FPTP	No	No	2017-local; 2018-national
<b>GL has offices, GBV Baseline study, COE work and Entrepreneurship that need extending/backstopping</b>								
31) Botswana	Upper middle income	Africa's longest continuous multi-party democracy; high rate of women's rights violations especially GBV.	20	10	FPTP	No	No	2019
32) Lesotho	Least Developed Country	Constitutional monarchy; recent political instability; snap elections in February 2015; current coalition government. High poverty levels; women's rights violations; social conservatism.	49	25	Mixed	Law - 30%	Law - 30% PR Seats	2016-local, 2020-national
33) South Africa	Upper middle income	New liberation; Constitutions crafted around the time of the Beijing conference.	38	41	Mixed	Voluntary party	Voluntary party	2016 local; 2019-national
34) Zimbabwe	Least Developed Country	Older liberation; Oligarchy has led to political instability and rights violations; high poverty levels and economic fragility; Gender tangential to liberation	16	35	FPTP	No	Constitutional 30%	2018 (tripartite)

Country	Classification	Brief political and socio-economic context	% women local government	% women national	Electoral system	Quota-local	Quota-national	Next elections
		war.						
35) Zambia	Least Developed Country	One party multiparty; relatively stable; 60% of people live below the poverty datum line; progressive tendencies over-shadowed by social conservatism.	6	13	FPTP	No	No	2016 (tripartite)
<b>GL works with partners, target for introducing the COE programme, planned to conduct GBV Baseline study and Entrepreneurship work</b>								
36) DRC	Least Developed Country	Post conflict fragile state; pockets of regional conflict; New institutions - tremendous socio-economic and governance needs.	Data missing	9	FPTP	No	No	2020 (tripartite)
37) Malawi	Least Developed Country	Recently reverted to multiparty democracy after years of oligarchy; high poverty levels.	11	17	FPTP	No	No	2019 (tripartite)

The table above shows that:

- Seven of the 12 countries GL is working in are classified as least developed countries while two are upper middle income and one is lower middle income.
- Eight of the 12 countries have a First Past the post electoral system; while two have a mixed system and two have a Proportional Representation electoral system.
- Most of the countries have no quotas at local and national government while only two have legislated quota at national level and two at local level. Voluntary party policy has increased the chances for enactment of local or national level quotas as three of the above have parties that have progressively promoted gender equality.

## Programme design



As illustrated above, the **COE approach** to gender mainstreaming and promoting gender equality is a unique blend of research and evidence, applied to strategies; action planning, with on-the-job capacity building and applied learning; framed around vigorous monitoring and evaluation, affirming of good practice, and sharing of learning at the annual summits. This cyclical yet intertwined

The COE programme **design and implementation** model follows the following key stages:

Stage	Process	Principles
1	Meetings with management and political teams and adoption of COE process.	<b>Political support:</b> Getting buy-in at decision-making level.
2	Undertaking a gender audit of the council.	<b>An evidence-based approach:</b> Conducting a situation analysis that is council-specific and will help to address the needs of that council.
3	Mobilising meeting with council representatives and popularising the SADC protocol on Gender and Development.	<b>Community mobilisation through the SADC Gender Protocol local/village</b> level workshops that familiarise communities with the provisions of the sub-regional instrument and empower them to hold their council's accountable.
4	Inception workshop.	<b>Action planning:</b> Conducting council-specific gender and action plan workshops that localise national and district gender policies and action plans.
5	Action planning workshop	
6	Adoption of the action plan.	<b>Commitment:</b> Getting councils to make a public statement about their intentions with regard to the action plan.

Stage	Process	Principles
7	Media, campaigning skills.	<b>Capacity building</b> through on-the-job training with council officials and political leaders. Assisting councils and communities to apply these new skills through running major campaigns, e.g. 365 Days to End Gender Violence; the 50/50 campaign etc. <b>Application of skills</b> by assisting councils and communities to apply these new skills through running major campaigns, e.g. 365 Days to End Gender Violence; the 50/50 campaign etc.
8	IT for advocacy.	
9	Monitoring and evaluation	<b>Tracking:</b> Administration of score cards and other monitoring and evaluation tools that can be used to measure change in the immediate, medium and long terms.
10	Summit	<b>Knowledge creation and dissemination:</b> Working to gather and disseminate best practises, case studies, etc. that can be presented at the annual gender justice and local government summit and awards that provide councils and communities with a platform to learn from each other on empowering women and ending violence at the local level.

### Target Groups



The target groups for the programme are the local government councils, councillors, staff in both rural and urban areas; in collaboration with local government associations and key ministries in the SADC region. Working from the ground upwards has proven the best way to integrate policy and community actions in gender mainstreaming as this is streamlined into the service delivery approach of local government. The programme has raised a critical mass of women and men who are pushing the gender equality agenda in the form of gender champions (the councillors) and gender focal persons (the technical persons).

The GBV indicators research targets the entire community at large through the sampling technique and the collection of personal accounts from the community who have been changed by gender mainstreaming knowledge and interventions. 'I' stories, as personal accounts of survivors of GBV have been testimony to the community making their voice count in ending GBV. Women are targeted in the programme through the personal accounts of the action that they are taking at a local level in the form of *Women in Politics* and *Changing Lives stories*. These personal accounts are examples of the programme's impact on the ground.



## Innovation

- ✓ **Putting gender on the local government agenda:** The COE programme 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. Key programme interventions include:
  - ✓ **Women's representation in local government**

The adjacent table shows women's representation in local government overall as well as in the COEs. The table shows that the highest variance between women's representation in COE's and overall is in Madagascar (9%). In two out of the ten countries covered (Mozambique and Namibia) there is a lower proportion of women in COEs than overall. These figures reinforce GL's conclusion that the only way to increase women's political representation, both at national and local level, is through legislated quotas.

COUNTRY	% women in local government	% women in local government in COE	Variance
Madagascar	6%	15%	9%
Lesotho	41%	45%	4%
South Africa	38%	42%	4%
Zambia	6%	9.07%	3%
Botswana	18%	20%	2%
Zimbabwe	16%	18%	2%
Mauritius	24%	24%	0%
Swaziland	12%	12%	0%
Mozambique	38%	28%	-10%
Namibia	42%	29%	-13%
<b>TOTAL</b>	<b>23%</b>	<b>25%</b>	<b>2%</b>

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. In 2014, Through GL's annual Barometer publications the importance of special measures, lobbying and advocacy for increased gender equality is detailed with recent case studies such as gains in women's representation in local government in Lesotho and Mauritius and how failure to do so affected outcomes in Zimbabwe.



Melania Mandeya, Town Secretary for Gokwe Town Council at the Women in Local Government Forum (WLGFF) Training of Trainer workshop  
[http://gemcommunity.genderlinks.org.za/gallery/main.php?g2\\_itemId=37931](http://gemcommunity.genderlinks.org.za/gallery/main.php?g2_itemId=37931) : Photo: Tapiwa Zvaraya

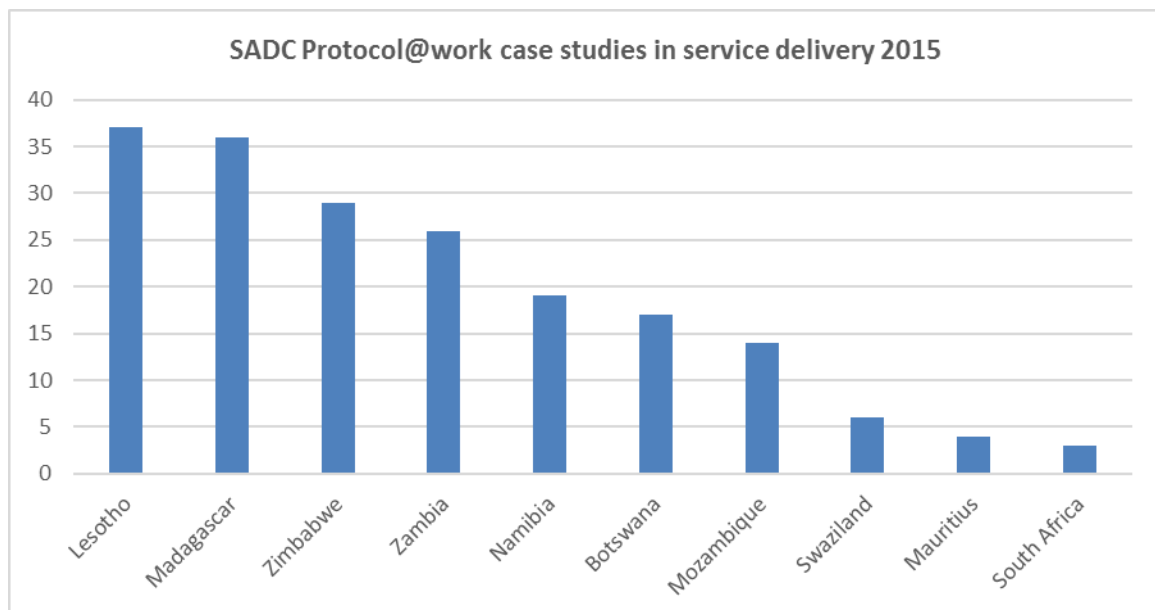
GL produced a 50/50 policy brief: "Women in politics in Southern Africa"<sup>iv</sup> analysing different special measures in the region to increase women's political representation. The study visit prizes that GL organised after last year's SADC Protocol@Work

summit included Madagascar winners going to Mauritius to learn about the quota that led to a fourfold increase (to 30%) of women in local government in the December 2012 elections. A key focus of GL's is to lobby for legislated quotas in at least ten SADC countries using the highly successful Mauritius campaign as a springboard. In 2015, local government and electoral officials from Zimbabwe went on a study visit to Mauritius and have made a submission on a quota for women in local government in the 2018 Zimbabwean elections. In the meanwhile, individual councils have actively taken up 50/50 campaigning.

✓ **No to GBV**

At least half of the COEs have been involved in the Sixteen Days of Activism campaigns with some COEs taking part every year. Councils also craft 365 Days Campaigns to end GBV. The COEs collaborate with the community and institutions that work to fight GBV and HIV and AIDS. The campaign has become a platform for dialogue between policy makers and the community. With some members of the community now able to use IT for advocacy during the Sixteen Days campaigns, networking has become stronger and accountability aspects more visible for local government. The most important outcome of the campaign is the community being able to articulate their stories and concerns on violence against women. Intertwined with Human Rights Day and World AIDS Day, the Sixteen Days has become a series of events that leave the community with tangible evidence of the councils' commitments to create safer environments and to end GBV.

**Service delivery**



Source: Protocol Summit reports, 2015

COEs submitted 191 best practices in gender mainstreaming through service delivery during the 2015 summits. Gender specific projects emerging from the COEs include adequate provision of water, improving health care access to women, reducing GBV through safety and awareness campaigns, climate change mitigation through education and greening projects. Although the councils still have challenges in funding gender mainstreaming, they have come up with innovative ways of streamlining activities within service delivery.

**Localising efforts in conserving the environment:** The COEs as the sector that experiences the climate change effects first-hand have taken steps in dealing with climate change innovatively. Tree planting as part of greening the councils and reducing global warming is now a planned event in most councils. This is coupled with cleaning up the localities as part of environment management practices. The city of Harare for example has taken a step further by training female refuse truck drivers to be part of the waste management systems.

Selebi Phikwe is integrating climate change into their Gender Action plan, by including vegetable gardens and other climate friendly activities in their budget for gender. 9 women and one disabled man work at the garden pictured. All of the women have quit receiving food parcels earmarked for destitute members of the community. Not only are they growing enough produce for household consumption, they are making a profit by selling excess produce.

Concerted council efforts have been implored in most councils to combine projects such as recycling with empowerment. In Victoria Falls, the council has allocated land to SMEs particularly women in community based organisations. Individual SMEs have been allocated land by Council for business projects. In addition members of the community benefit through income to be earned from sales of waste plastic and beverage cans.

A winner in both the 2013 and 2014 summits, the COE of Grand Port, Mauritius has committed to planting 5000 trees in 2014, in conjunction with a campaign on keeping a clean environment. The Council is providing tree cuttings and nursed plants to community members and councillors to plant, and even organising planting competitions. This non-traditional role of women has boosted the city's gender mainstreaming approaches whilst clearly benefiting the community by providing these services.

### ***District summits***

Cascading the Summits to district level increased ownership of the summit process, learning and sharing at local level. The "story behind the story" of district summits illustrates the dynamism of this process.

### ***Challenging homophobia at the local level***



GL recognises that gender intersects with multiple aspects of people's identities including race, sexuality, class and ability. To advance women's rights and gender equality, strategies must take into account other forms of inequality. Discrimination and violence perpetrated on the basis of sexual orientation and gender identity, fuels GBV and hinders women's rights and equality. Thus, Lesbian, Gay, Bisexual, Transgender, Intersex, Asexual

(LGBTIA) equality is connected to gender equality. Last year witnessed a rise in state-sponsored homophobia and transphobia as well as homophobic legislation across the world. GL produced a policy brief to examine the situation in Southern Africa, where attitudes remain mixed and legislation varies between countries. It delves into the history of homophobic legislation, and looks at the factors driving prejudiced attitudes in the region. The brief offers recommendations for protecting LGBTIA rights, in order to advance gender equality.

Gender Links convened three workshops with four councils in Namibia – Windhoek, Walvis bay, Swakopmund to pilot the campaign on LGBTI rights with local government partners in Namibia because this is a country with a vibrant civil society and open democratic traditions that allow space for debate and discussion.

The aim of the workshops was to gather “I” stories or personal accounts of violence and/or discrimination experienced by LGBTIAQ people and to sensitise councillors about LGBTIAQ issues. Councils were encouraged to review the local Gender Based Violence (GBV) action plans towards strengthening the response, support and prevention strategies for GBV and discrimination levelled against people on the basis of their gender identity, sexual orientation and expression. These pioneering workshops reflected an openness to engage with the issues at the local level.

The current SADC Gender Protocol makes no mention of sexual orientation and gender identity. Although most member states (with the notable exception of South Africa) criminalise homosexuality some softening of the ground is evident.

At the 2013 SADC Gender Minister’s meeting in Maputo, Emma Kaliya, an NGO activist from Malawi, and chair of the SGP Alliance appealed to Ministers to respect the rights of all marginalised groups including LGBTIA. Malawi has demonstrated willingness to decriminalise homosexuality. In late April 2014 the African Commission on Human and Peoples’ Rights (ACHPR) adopted a resolution condemning violence against LGBTIA people— the first time an African human rights body has advocated that LGBTI people be protected under human rights law.

At the post-2015 Alliance meeting held at the 2014 SADC Protocol@Work Summit, LGBTIA rights created division and heated debate. GL continues to ensure this discussion is included on all agendas. GL has also updated Theory of Change (ToC) and added questions on LGBTIA to its Gender Progress Scorecard.

### ***Gender responsive budgeting: Contributions to the COE process***

As a result of the COE process, most councils have specifically designated budget allocations for gender projects in the current financial year especially for awareness campaigns. The councils also contribute resource persons, venues and catering for some of the COE workshops. Council profiles reflect the growing attention to resource allocations:

“After the intervention from GL and with the municipality becoming part of the (COE) process a lot of things have changed within the council, one of the main things that has happened that stemmed from the relationship between GL and Capricorn Municipality was that the council budget which needed to be reviewed and to make sure that it was gender sensitive. The gender action plan that was formulated was also adopted within the council and funds have been allocated for the different components within the gender action plan.”  
*Extract from Capricorn Municipality Institutional Profile, South Africa*

During the annual Gender Links District Level Summits, councils are asked to submit their entries with information on their contributions to gender specific budget allocations and gender mainstreamed projects. This is a powerful indicator of gender responsive budgeting, as well as the increased ownership by Councils of the process. The table below outlines the budgetary contributions is replicated below. This was supported by tremendous volumes of photos, videos, testimonials, campaigning materials, activity reports, and more, demonstrating the impact this budget was having within the council. The table shows that in 2014 councils contributed ZAR 79 875 638 towards gender mainstreaming: 15% in gender-specific allocations; 72% in projects that have a strong gender mainstreaming component; 7% in in-kind contributions; and 6% as donations towards gender mainstreaming raised by the Councils. An important finding is that the degree of contribution is not directly correlated to the socio economic circumstances of the countries concerned. Zimbabwe led the way, followed by Zambia, Botswana and South Africa. Only COE's in Mozambique (relatively new at the time of verification) showed no contribution. These figures will be further followed up and updated in 2015.

### Local Government Contributions to Gender Mainstreaming in 2014/2015

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

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

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

### **Strategic models for cascading the COE programme**

Since inception of the 10 staged COE programme in local authorities in 2011, evidence based programming and effective cascading models have informed actions in order to ensure enhanced local capacity and ownership for sustainability. Gender responsive governance is promoted by building the capacity of councils to cost their action plans so as to facilitate council's implementation of gender mainstreaming in policy making, implementation and service delivery actions. GL country offices utilise different models to roll out the COE process aimed at cutting costs yet enhancing local ownership through training **Drivers of Change** who consist of:

- *Gender Focal Points (GFP)*, within each Council, as well as in the provincial or district offices of local government associations; gender ministries and or local government ministries. For example in Lesotho, the gender ministry has made available its Principal District Gender Offices (PDGO) to work with GL in cascading the COE model across the country, on the basis that for every council GL works with, the PDGOs work with at least one council, using GL's training, monitoring and evaluation framework. GFP within each council are expected to carry out the situation analysis, assist in administering the score card, and drive the process from within.
- *Gender Champions (GC)*, who have emerged from the first phase of COE work. These mainly consist of councillors who provide the political vision and guidance to the process. They are tasked with community mobilisation (stage three), signing the statement of commitment (stage six) and generally ensuring the process remains on course.
- **Working with Ministries of Gender and Governments, and NGOs:** GL aims to sign Memorandum of Understanding with key government ministries that make provision for partnerships and partnership in designing, developing tools and implementing the programme towards sustainable gender mainstreaming and equality actions.

GLs Emerging Cascading Models for Local Government COE work								
	% Councils joined COEs	Training GFPs and GCs	Working Government/ Local Gvt Associations	Twinning and hubs	Worked through partners	GBV Indicators	Partnerships	Strategy for scaling up and strengthening work in next five years
<b>Small countries/ population, all councils covered; need backstopping</b>								
Botswana	100%	X	X	X	X	To commence through Ministry of Gender from 2015/2016	Botswana Association for Local Government Authorities (BALA); -Working in partnership with BALA to roll out programme. -hub regional gender forum	-Setting up regional gender forums; twinning arrangements; backstopping existing COEs through COE Lite meetings/workshops to review action plans and ensure relevance and that they are comprehensive.
Lesotho	67%	X	X	-	X	X	Ministry of Gender, Women in Law in Southern Africa – Lesotho Chapter (WLSA-Lesotho); -Working with Principal Gender District Officers (PGDOs) from the Ministry in project implementation.	Strengthen existing COEs with COE Lite meetings to review action plans and ensure they are comprehensive and cover all issues.
Mauritius	62%	X	X	X	X	-	Mauritius Media Watch Organisation (MWO); Village level workshops in groups.	Strengthening existing councils through COE Lite workshops to review action plans; link up with women's associations and improve relationship with Gender Ministry.
Swaziland	100%	X	X	-	X	-	Coordinating Assembly for Non-Governmental Organizations (CANGO);	Work with AMICAALL to strengthen existing COEs and roll out to Tinkundlas.

GLs Emerging Cascading Models for Local Government COE work								
	% Councils joined COEs	Training GFPs and GCs	Working Government/ Local Gvt Associations	Twinning and hubs	Worked through partners	GBV Indicators	Partnerships	Strategy for scaling up and strengthening work in next five years
							Working with Gender Focal Points from Tinkhundlas.	
<b>About half the councils covered, scope to expand, but also consolidate</b>								
Zambia	60%	X	X	-	X	X	WLSA-Zambia, GL Zambia Manager, Staff; Ministry of Gender and Child Development (MGCD); Local Government Association of Zambia (LGAZ); Working in partnership with LGAZ to roll out programme	- Setting up regional gender forums; twinning arrangements; backstopping existing COEs through COE Lite meetings/workshops to review action plans and ensure relevance and that they are comprehensive.
Namibia	55%	X	X	X	x	-	Works with the Association for Local Authorities Officers (NALAO); Association for Local Authorities in Namibia (ALAN); Namibia Alliance of Mayors and Municipal Leaders on HIV/AIDS in Africa (AMICAALL) to roll out COE programme and engage in gender mainstreaming and equality strategic planning and implementation of projects.	- Setting up regional gender forums; twinning arrangements; backstopping existing COEs through COE Lite meetings/workshops to review action plans and ensure relevance and that they are comprehensive.

GLs Emerging Cascading Models for Local Government COE work								
	% Councils joined COEs	Training GFPs and GCs	Working Government/ Local Gvt Associations	Twining and hubs	Worked through partners	GBV Indicators	Partnerships	Strategy for scaling up and strengthening work in next five years
Zimbabwe	48%	X	X	X	X	X	Ministry of Local Government, Zimbabwe Local Government Association (ZILGA), Women's Coalition of Zimbabwe; Leveraging off high level buy-in from the Ministry and Local Government Association.	-Strengthen work with GFPs and GCs who have been trained in COE through ToTs. -Strengthened partnerships in 2015 will keep COE roll out moving effectively.
<b>Huge countries, low coverage, need new approaches to breadth and depth</b>								
Madagascar	56%	X	X	X	X	-	Association of Gender Sensitive Elected (AGSE); Fédération pour la Promotion Féminine et Enfantine (FPFE) – GL Alliance Partner; Ministry of Population, Social Protection, and Women Promotion; GL works with the Ministry of Population and Social Affairs rolled out to four councils. -Work with other CSOs to implement e.g AESG, SAHA.	Adopt Hubs and Spokes strategy where older and established COEs adopt new COEs and roll out and shadow programme, Strengthen COEs through Regional Gender Forum.
Mozambique	44%	X	X	X	X	-	Forum Mulher; Mozambique National Government Association (ANAM); Network of Women CouncillorsMinistry	Forge stronger relations with Ministry of Local Government.

GLs Emerging Cascading Models for Local Government COE work								
	% Councils joined COEs	Training GFPs and GCs	Working Government/ Local Gvt Associations	Twining and hubs	Worked through partners	GBV Indicators	Partnerships	Strategy for scaling up and strengthening work in next five years
							of Women and Social Affairs and key ministries. Work through GFPs and GCs in councils.	
South Africa	7%	X	X	-	X	X	South Africa Women in Development (SAWID), South Africa Local Government Association (SALGA); Been working on formalising a partnership with SALGA and SAWID	Partnerships must be formalised to increase delivery
<b>Political prospects</b>								
Malawi	New; previously worked through Alliance partner in lobbying and advocacy for women's rights.				X	-	The NGO Gender Coordination Network (NGOGCN); Through partnerships to advocate and lobby on gender issues	Pilot COE, GBV Indicators Research
DRC	New; previously worked through Alliance partner in lobbying and advocacy for women's rights.				X	-	L'Union Congolaise des Femmes des Médias UCOFEM (UCOFEM) - advocate and lobby on gender issues	Pilot COE, GBV Indicators Research

The table above shows that:

- Madagascar achieved a high level of delivery through twinning arrangements.
- Similarly Lesotho rolls out more COE workshops through the partnership with Ministry of Local Government and Chieftainship.
- In Zimbabwe, Zambia, Namibia and Botswana strong partnerships with the local government associations facilitates effective roll out of the COE process.
- The Mauritius model of grouping villages is effective as they have advanced in their number of COEs, having reached all District councils and now working in village councils.
- The also table reflects the fact that most countries are collaborating with government ministries and local government associations, a model pioneered in Lesotho and rolled out through peer learning and sharing between country managers. Since 2015, Namibia and Botswana started piloting Regional gender Forums led by the Ministries of Gender in the countries, wherein COEs are grouped according to geographical proximity and diversity in projects to promote shared learning and support. This model will be cascaded to other countries where plausible.
- Study visits and twinning arrangements need to be facilitated more as this model has proved appropriate and conducive for learning and innovation in the roll out of the COE programme towards creating multiplier effects.
- Partnerships with Ministries of Gender and portfolios that deal with advancing gender and women's issues is key to sustainability and prime in GL's next phase of implementation. These will be strengthened in Swaziland and Mozambique.

### **Monitoring and Evaluation**

The monitoring and evaluation (M & E) strategies in place allow for gathering and documenting evidence of change in every step. Key qualitative and quantitative data gathered over time is saved in a repository using the Epi –Info system which enables real-time data analysis to inform progress in reaching set targets. This information is vital for programme monitoring as well as addressing shortfalls in implementation timely within implementation. GL uses the Gender Score Card (GSC) comprising 25 questions on gender in councils to measure the degree of responsiveness to gender issues. Councils score themselves. The score is verified by an independent panel of judges at summits. The score card has been administered annually since 2012, and disaggregated by council and score for the benefit of the councils. Overall, since the project began the score has increased from 54% to 65% - an eleven percentage point increase. This will continue to be used as a tool for measuring the performance of local authority institutions in gender mainstreaming and promoting gender equality. The table below presents key monitoring and evaluation tools that guide the design, implementation and overall monitoring of the programme to ensure quality and the desired impact is achieved:

## Results achieved

### Overview 2015 COE Audit

Country	Target Councils	2015 COEs	Variance	% Progress COEs	Target 2020	Country population	COE Population	% COE Population reached	Variance	Average COE baseline score	Average Latest COE score	Variance	Entrepreneurs trained
Botswana	32	32	0	100%	0	2 000 000	1 531 418	77%	317 705	43%	62%	19	138
Lesotho	75	50	25	67%	25	2 052 000	1 885 152	92%	1 192 524	46%	57%	11	138
Mauritius	133	83	50	62%	50	1 246 645	1 264 645	100%	0	54%	73%	19	120
Namibia	58	36	22	62%	22	2 113 077	624 028	30%	354 706	51%	54%	3	148
Zambia	103	44	29	60%	29	14 080 000	7 229 119	51%	1 937 991	55%	68%	13	158
Madagascar	119	67	52	56%	52	22 005 222	4 975 171	23%	244 531	56%	67%	11	173
Zimbabwe	92	60	48	48%	48	14 244 744	7 298 207	51%	1 215 352	46%	60%	14	170
Mozambique	43	19	24	44%	24	25 664 505	4 903 447	19%	4 125 532	50%	57%	7	186
Swaziland	67	17	50	25%	50	1 231 000	572 461	47%	244 646	49%	47%	-2	184
South Africa	278	20	258	7%	20	52 982 000	5 311 712	10%	661 344	53%	75%	22	125
<b>TOTALS</b>	<b>1000</b>	<b>428</b>	<b>572</b>	<b>43%</b>	<b>320</b>	<b>137 637 193</b>	<b>35 595 906</b>	<b>26%</b>	<b>7 371 717</b>	<b>Average 50%</b>	<b>Average 62%</b>		<b>1540</b>

As illustrated in the table above, a total of 428 councils have signed up to the COE process by 2015. All councils in Mauritius were COEs by December 2014. In Botswana, all 32 councils are COEs with 27 having completed all ten stages of the COE process and the remaining five set to complete up to stage eight by December 2015. The substantial progress made in rolling out the COE process has been achieved with a robust sustainability strategy within the councils. The Gender Focal Persons (GFPs) and Gender Champions (GCs) work hand in hand with Gender Links Country Managers and staff to roll out the Centres of Excellence (COE) programme, a good indicator of the sustainability of the programme.




The table also shows that indirectly the COE councils cover a population of 35 595 906, approximately 26% of the population in the 10 countries of the SADC region where the COE programme is in operation. In three countries (Mauritius, Lesotho and Botswana), the COE's now cover three quarters or more of the country. In Zimbabwe, Zambia and Swaziland, COE councils cover approximately half the population. There are four countries in which the COE's constitute significantly less than half the population. These countries are large geographically and/or have large populations. They are: Namibia, Madagascar, Mozambique and South Africa. The difference in reach achieved to date, along with local political factors, and different models for cascading piloted to date, have a significant bearing on the direction that the COE programme needs to take in each country going forward (please refer to the strategic models in gender mainstreaming section).

### Emerging Evidence from COE verification – Protocol@work

<b>Evidence</b>	<b>Description</b>
Councils' ownership of the COE process	The Action planning process is a step forward in showing council ownership of the COE process. During the verification exercise, council management and politicians worked hard to ensure that they had evidence for the progress on gender mainstreaming. Local government has shown a significant improvement in entrenching mainstreaming into service delivery. Material signifying council's ownership such clear inscriptions on council's receptions, calendars and equipment on zero tolerance to gender inequality show a step forward.
Progress in Protocol Implementation	The projects submitted at the 2014 summits suggest that there is evidence in the implementation of the protocol. The local government baseline score was 47% but some councils have emerged with improved scores of more than 70%. The score card which is entrenched into the targets of the SADC protocol is a tool to measure progress over a period of a year. COEs have taken responsibility in prioritising the protocol and the progress is shown through the improved scores.
Strengthening rural participation	Rural COEs have joined the gender equality agenda through enforcing gender equality within rural service delivery. Previously marginalised, the rural council now compete at almost similar ground with urban councils through commitment and clear cut plans. For example, Zvimba rural council has shown that gender mainstreaming is possible even in the villages through the commitment of the focal person and the support of the council.
Holistic approach to reducing GBV	COEs are increasing involving the community in reducing GBV through awareness campaigns and provision of shelters to victims. The GBV action plans are being implemented by councils through partnerships with police, community police, civil society and
Improved documentation of service delivery	Through the technical expertise of gender focal persons, councils have now improved their documentation of service delivery. Councils now keep records of sex disaggregated data on housing, community meetings and employment.

<b>Evidence</b>	<b>Description</b>
	Councils are also keeping partnership records with local business and civil society partnerships.
Dedicated Gender Structures	To facilitate a smooth flow of gender mainstreaming, most councils dedicated gender focal persons who are twinned with gender champions to facilitate political buy in. Some councils have dedicated gender committees which are selected by departments.
Gender budgets	COEs have planned for gender budgets in their annual budgets. These budgets are mainly for awareness campaigns, health campaigns, 16 Days campaigns and HIV/AIDS campaigns. This shows the commitment by councils to implement the protocol and reduce inequality in their localities.
Improved community outreach	Councils are reaching more to the communities through capacitated GFPs and GCs who can now implement the SADC Protocol village workshops. This enables the community to learn about the protocol and to hold the councils accountable on service deliverables.
Peer learning	Twinning arrangements between councils have facilitated peer learning. Smaller councils are being adopted by bigger councils e.g Karibib plans were drawn with the help of Swakopmund council in Namibia. This shows multiplier effects in gender mainstreaming and sustainability. Peer learning is witnessed in COE roll out as well as during the SADC Protocol summit.
Youth involvement – junior councils	Succession planning is emerging in some countries with the strengthening of junior council leadership. This transformative model of leadership encourages the youth to implement in the protocol through equal participation in the recreation facilities and early involvement in local economic development. Namibia and Zimbabwe have shown support of the junior council model. The leadership and energy shown by the junior councils encourages the succession planning and ownership of good governance models by the communities.
Strengthening leadership	Women in politics in local government have emerged as equally in charge of leading the community development. A number of women councillors have taken charge of ending GBV, LED and ensuring that the council action plans are implemented. Starting from small initiatives, councillors have shown creativity through giant footsteps in their localities. Some for example have taken it upon themselves to take the Protocol to the people through popularising the village meetings and advocating for the vote for a woman campaign. Women councillors have also shown ownership of the governance programme through roping in men to be involved in gender mainstreaming championing, mentoring and coaching.

## 2016 to 2020 Strategic Framework for the COE Programme

<b>GOAL</b>				
To promote gender equality and responsive local governance in Southern Africa by 2020 in accordance with the provisions of the SADC Protocol on Gender and Development.				
 <b>IMPACT</b>				
1. To increase women's effective participation in local and national government through localised and national campaigns for legislated quotas in SADC.		2. To enhance gender responsive governance through Centres of Excellence for Gender in Local Government in 70% of rural and urban councils in SADC.		3. To reduce GBV in communities through the implementation of local action plans and entrepreneurship and life skills training programmes.
 <b>OUTCOMES</b>				
1. <b>Legislated quotas</b> for women in local and national government through robust 50/50 campaigns.	2. <b>Women's effective participation</b> enhanced through lobbying and advocacy on leadership and gender analysis skills.	3. <b>Gender responsive governance and accountability</b> enhanced and driven through local authorities and community mobilisation.	4. <b>Sustainability</b> enhanced through capacity building of Gender Focal Points within the Councils backstopping of the process to the gender and local government ministries; and increased ownership of gender mainstreaming through increased gender responsive and specific project budgeting.	5. <b>National Action Plan to End Violence against Women is cascaded to local levels</b> through a two-pronged approach - COE's craft strategies to end GBV community by community backed by costed action plans as part of a Gender Responsive Budgeting strategy; entrepreneurship and life skills training cascaded to councils and communities.
 <b>OUTPUTS</b>				
1.1 Records of 50/50 campaigns and their impact in minimum 698 councils.	2.1 Community women leaders and members together with councillors in local government trained in lobbying and advocacy.	3.1 3 698 councils complete the 10 staged COE process and drive gender mainstreaming through costed action plans and gender responsive budgeting.	4.1 GFPs and council officials and Ministry of Women Affairs trained, at least 50% men.	5.1 Costed local gender action plans responding to findings of VAW Baseline Study.

<p>1.2 Records of 50/50 strategy and lobbying meetings.</p>	<p>2.2 20 x 698 = 13 960 Drivers of Change profiles developed over five years at 20 profiles per council per year.</p>	<p>3.2 5% increase per local government score card per year per COE; learning papers and council and beneficiary testimonials of impact produced each year.</p>	<p>4.2 Improved manual and action plan for backstopping of COE process produced by ministries.</p>	<p>5.2 400 attitude surveys administered per council at beginning and 400 attitudes survey administered at the end of the programme for each council.</p>
<p>1.3 Amendment to Electoral Acts and enactment of quota legislation</p>	<p>2.3 5% improvement in Gender Aware Leadership Scores per year per council</p>	<p>3.3 each country to host minimum 2 district and 1 national summit per year x 200 case studies</p>	<p>4.3 Raise support for in-country Gender Justice and Local Government district and national summits, leading to the regional summit held annually.</p> <p>4.4 Build access and increased mainstreaming of the governance programme and gender through partnership building with local government associations, councils and the relevant ministries.</p>	<p>5.3 Minimum 15 women from the communities within councils trained on entrepreneurship and life skills in order to increase their capacity to deal positively with GBV in their lives.</p> <p>5.4 Enhance agency for survivors of GBV through entrepreneurial training and accessing local economic opportunities.</p> <p>5.5 Provide women alternatives to persevering in situations where they experience GBV.</p> <p>5.6 Connect participants with information, services and resources in their own countries to enhance their ability to succeed</p>



**ACTIVITIES**

1. 1. Representation	2. 2. Participation	3. COE	4. Sustainability	5. Ending GBV
<ul style="list-style-type: none"> <li>• Lobbying meetings with political parties, ministers.</li> <li>• Adoption of a position paper on quotas by local government associations.</li> <li>• Building strategic alliances with Women’s Coalition bodies and key partners through formal membership and active participation in meetings; launch of Barometer etc.</li> <li>• Supporting development of a strategic plan followed by regular meetings.</li> <li>• Developing branding materials; strategic communications training.</li> </ul>	<ul style="list-style-type: none"> <li>• Work through ministry of local government to issue directives on gender responsive budgeting.</li> <li>• Hold training workshops.</li> <li>• Develop and monitor work plans and diaries.</li> <li>• Gather and analyse Drivers of Change profiles.</li> <li>• Administer Gender Aware Leadership Score Card</li> </ul>	<ul style="list-style-type: none"> <li>• 10 staged effective COE process carried out.</li> <li>• Develop a succinct backstopping strategy for each councils and country for after the completion of the COE process.</li> <li>• Undertake annual scoring with all COE councils and compare to baseline scores.</li> <li>• Motivate for a directive from the local government ministry setting minimum budget amounts; Track through annual verification;</li> <li>• Publicise district and national summits.</li> <li>• Gather best practices online. Brief judges, hold summits and</li> </ul>	<ul style="list-style-type: none"> <li>• Identify GFPs and GCs in each of the ten provinces.</li> <li>• Conduct training needs assessment.</li> <li>• Conduct TOT in the new COEs.</li> <li>• Administer baseline M &amp; E.</li> <li>• Convene consultation with GFP from original COE councils.</li> <li>• Review and update gender action plans.</li> <li>• Devise backstopping plans for councils that have completed the COE process.</li> <li>• Monitor gender responsive budgeting of councils and brief councils on progress.</li> <li>• Backstop technical challenges faced by councils and continue lobbying and advocating for gender responsive mainstreaming,</li> </ul>	<ul style="list-style-type: none"> <li>• All COE’s review gender action plans to incorporate the findings of the VAW baseline studies where studies have been done.</li> <li>• Develop and implement costed action plans for ending GBV.</li> <li>• Undertake visible 365 days local action plans on GBV.</li> <li>• Conduct attitude survey at the beginning and end of the programme to measure changes in attitude.</li> <li>• Share learning on local action to end gender violence and the link between economic and gender justice through monitoring, evaluation, documenting and engagement in the annual Summits, creating multiplier effects that show that the SADC Gender Protocol target</li> </ul>

		<p>awards.</p> <ul style="list-style-type: none"><li>• Analyse case studies. Write an annual learning paper.</li><li>• Produce workshop reports for each meeting or workshop held.</li></ul>	<p>budgeting, planning, decision making and service delivery.</p>	<p>of halving GBV can be achieved.</p>
--	--	--	---	--

The framework above presents the Governance and Economic Justice programme's roadmap to promoting gender equality and mainstreaming. This is a guide to the programme design and implementation. As presented, the overall **goal** for the next five years is to promote gender equality and responsive local governance in Southern Africa by 2020 in accordance with the provisions of the SADC Protocol on Gender and Development; through strengthening and technically supporting work done over the years, innovatively diversifying GL's work in local levels in new areas and also cascading the COE work. It is envisioned that this programme will have **impact** in the following key areas:

- increased women's effective participation in local and national government through localised and national campaigns for legislated quotas in SADC.
- enhanced gender responsive governance through Centres of Excellence for Gender in Local Government in 70% of rural and urban councils in SADC.
- Reduce GBV in communities through the implementation of local action plans and entrepreneurship and life skills training programmes.

Based on achieving the specific objectives of the programme outlined in this paper, the following targeted outcomes and outputs will inform actions and activities. As detailed in the table above, five **outcomes** have been derived, each with several **outputs and activities** as explained below:

**1. Legislated quotas for women in local and national government through robust 50/50 campaigns.**

GL will partner with, train and support local government associations and other civil society organisations to carry out 50/50 campaigns and lobbying for a quotas for women in local and national government where appropriate, as well as community mobilisation around this campaign in all SADC countries. This will draw on peer learning and sharing from Councils that have conducted door to door fifty-fifty campaigns demonstrating that this principle needs to start with women's participation in the home and community-based structures.

**2. Women's effective participation enhanced through lobbying and advocacy on leadership and gender analysis skills.**

- *Decision-making in councils:* Working through local government associations and key partners to ensure special measures within councils to promote women's equal participation in decision-making.
- *Training of women in leadership:* This is to ensure that new members have relevant skills and knowledge to promote gender equality.
- *Continued sensitisation on the tenets of the SADC Protocol on Gender and Development and Post 2015 Agenda:* Community sensitisation and mobilisation seminars or workshops be instrumental to ensuring the localisation of the post 2015 agenda and the revamped SADC Protocol on gender and Development.

**3. Gender responsive governance and accountability enhanced and driven through local authorities and community mobilisation.**

- *Backstopping of the existing COE's:* GL will facilitate the current 428 councils to complete all ten stages of the COE programme and technically support the strengthening of the programmes in councils so that gender sensitive decision making and mainstreaming is

fully institutionalised. All Councils need to continue with the implementation of their gender action plans and flagship programmes on ending gender violence, conduct annual reviews of the action plans to ensure their relevance and fully cost and budget for all activities in their annual planning. Councils also need to ensure documented progress, monitoring, evaluating and participating in summits. This process requires continuous backstopping for the Gender Focal Persons and Champions already trained. Where applicable COE Lite (2 day refresher courses) will be conducted with councils to strengthen their actions and knowledge base on gender mainstreaming.

- *Roll out and cascading of 10 stages of COE processes to a minimum 270 new councils:* Some councils selected for cascading are located in proximity to the pilot councils. GL backstops government staff in the process of supporting the pilot councils. GL also coordinates and quality checks documentation in partnership with the parent ministries. Twinning arrangements will be encouraged wherein, older and more established COEs adopt new COEs in some countries.
- *Holding gender district and national summits per annum:* In 2014 GL cascaded summits to district levels in order to build capacity in documenting and sharing good practices, and to enhance peer learning, sharing and ownership, through more participatory monitoring and evaluation processes. Councils scored their performance and documented evidence. Independent judges working in close collaboration with the council associations, gender and local government ministries verified the submissions. Based on the success of this approach, GL will continue to hold district summits each year in preparation for the national summit. The number of district and national summits will be dependent on the number of COE councils per country. The annual national summits per country provides the opportunity to show case and motivate gender drivers of change. Winners proceed to the regional summits also held annually in selected countries.

***4. Sustainability enhanced through capacity building of Gender Focal Points within the Councils backstopping of the process to the gender and local government ministries; and increased ownership of gender mainstreaming through increased gender responsive and specific project budgeting.***

Training of Trainers (ToT) workshops for GFPs and council officials will continue with new COE councils. GL will continue to train locally based staff of the ministries, and functionaries within the Councils, on the COE process, especially the reporting, monitoring and evaluation.

***5. National Action Plan to End Violence against Women is cascaded to local levels through a two-pronged approach - COE's craft strategies to end GBV community by community backed by costed action plans as part of a Gender Responsive Budgeting strategy; entrepreneurship and life skills training cascaded to councils and communities.***

*Localising the GBV indicators' study in COE councils:* Following the Violence Against Women Baseline Study, GL has drawn baseline and follow up data on gender attitudes in all the current COE councils. Going forward, will conduct annual review surveys to track attitudinal changes towards gender issues and mainstreaming. New councils will also go through a

similar process where baseline and follow up annual data will be administered for tracking and analysis purposes. This is an effective way of localising the National Action Plan to End Gender Violence that is being reviewed and costed in light of the baseline survey. GL will also facilitate councils to cost their GBV action plans and derive GBV specific programmes aimed at ending GBV community by community.

### **Lessons learnt**

- It is important to document best practices and cascade it into new councils and promote peer learning
- The COE process has proved that change can happen and therefore needs to continue documenting work done to show the changes that have occurred in mind-sets and perceptions. Changing in attitudes.
- The relation between the reality and culture especially at community level has created grounded reflection and opened new avenues in dealing with gender issues in patriarchal systems
- The design and adoption of action plans under the council mayor's leadership and support has proved a suitable approach in making the council accountable and taking ownership in implementing their costed action plans.
- The COE work can be more sustainable if there is strong collaboration between COEs and Ministry of Gender in all levels.
- Further innovativeness is needed to advance the post 10 stages way forward. Some ideas and methods will be tested in Namibia, Mauritius and Madagascar.
- Poverty is a major contributing factor in gender-based violence. Local Economic Development & Social Development is the best strategy to address issues of Gender by empowering women who are mostly vulnerable both GBV and poverty.
- It is important to learn from other stakeholders on how they work on issues of GBV and what measures are in place to address.

### **Future direction**

Moving forward GL foresees the following growth aspects in the governance programme partnerships:

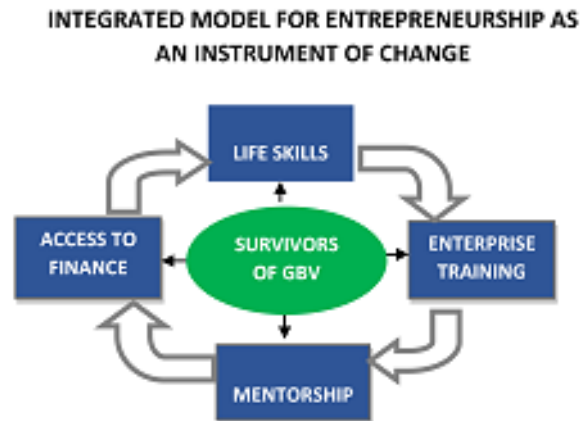
- **Partnership building** – Strengthen exiting partnerships initiate new meaningful ones to further the work and strengthen relevance collaboratively rather than in silos. Work more closely with the councils while providing support in their initiatives and assisting in campaigns. Strengthen collaboration with GBV work through the entrepreneurship program. Cement relationships with local government associations through MOUs in countries that do not have MOUs with GL.
- **Increased collaboration** between Gender and Local Government Ministries plus associations in documenting work at the local level in ending gender violence and empowering women as part of reporting on the implementation of the SADC Protocol on Gender and Development.
- **Leverage on learning platforms** - Showcase best practices in gender mainstreaming at a local government level through the SADC Protocol summits held annually at district, national and regional levels. Peer leaning, twinning programmes, study visits and local government gender community of practice are key actions to facilitate learning and sharing and promote a levelled off field of both rural and urban councils through twinning arrangements and peer learning amongst councils.

- **Funding** -There is urgent need for donor funding and continued ownership of the COE programme by governments. These should ideally lead in anchoring the programme, with GL providing technical support. Funding needs have become most critical as almost all the key funding agreements supporting this programme end in 2015/2016 (see fund raising section of the annual report).
- **Promote increased gender responsive governance** through adequate budget allocation for gender mainstreaming aligned to the council Action Plans and supported by Local government ministries and associations. Through collaboration with GL, capacity in GL in councils and associations should create multiplier effects in good governance.
- **Increased commitment and ownership** of the COE programme as gender mainstreaming is anchored within all Ministries, driven by the Ministries of Gender in all SADC countries, promoted collaboratively by Local Government Associations and driven by communities who propel they change they want.
- **Advocate for institutionalising gender in council performance management tools** – gender indicators should be in council (KPIs) and key performance areas (KPAs) so as to increase the will to advance gendered decision making and service delivery in councils. Trained gender focal persons, officers and champions availed by relevant ministries and associations to implement governance work (the COE programme).
- **Increased capacity building** - Continue to capacitate gender officers, focal persons and champions in cascading the COEs for sustainability. Training of the same individuals in women in politics 50/50 campaigns will ensure an in built model of the election participation for women embedded in the COE process. A critical mass of drivers of change will definitely improve sustainability and ownership of the governance work.
- **Promote diversity in programming** - such as gender and disability and promoting sexual orientation, gender identity and expression (SOGIE) through a strategic model that seeks to
  - Review of constitutional provisions on gender and disability and SOGIE.
  - Assess policy and national/provincial/local action plans in-countries.
  - Identify gaps and areas of intervention.
  - Promote socio-economic change through meaningful engagements
  - Develop monitored intervention at local and community levels in all GL's work.
  - Engage local government
  - Integrate key issues in training
  - Ensure marginalized women have access to economic, social and political needs and rights through robust advocacy and lobbying at all levels and in all spaces.
  - Integrate all marginalized group issues in the Global 50/50 campaign for promoting gender equality and women's rights.
- **Backstopping and support for the Protocol@work:** Emerging evidence from councils imply more council involvement in issues such as climate change, providing housing for women, water and sanitation as well as increased actions in providing treatment on HIV/AIDS and reducing GBV. The climate



change effects are felt at a local government level mostly through floods and prolonged droughts. Although most councils do not have action plans on proactively reducing the effects of climate change, most have various projects on disaster management. The governance programme will prioritise supporting these actions and entrenching them into council action plans.

- **Entrepreneurship Training for survivors of GBV:** Creating agency for survivors of GBV through entrepreneurship training is part of the core function of the governance programme. Through creating a platform for the survivors to speak out and tell their own stories in the form of 'I' stories, the women survivors of GBV will be linked to entrepreneurship opportunities through training and referral systems in their own localities. One thousand five hundred women are undergoing training in 100 targeted councils in the SADC region. The country managers will be familiarised with the entrepreneurship training whilst a dedicated module will ensure that capacity for the target group is easily built. The project will ultimately test the link between reduction of GBV and economic empowerment.



- **Synergy with GL programmes:** The governance programme's priorities are to create stronger synergies with GL programmes. Already the GBV indicators research work is implemented in local government whilst media work collaborates with governance in women and elections campaigns. Through the alliance network, local government partnerships at council level have been identified to include the support that councils receive from civil society. Profiling governance work through the media is critical and it is important for the governance programme to work closely with media for the profiling.

- **Documenting local government evidence:** Strengthening documentation at the local government level is critical. Although councils have dedicated offices for gender mainstreaming, there are still gaps in documenting evidence for the Protocol@work. The council's capacity needs to be built in the use of audio visual equipment to document as well as electronic and hard copy filing of crucial information signifying progress made at local government level. It would be ideal if



documentaries on the governance programme are produced country by country and distributed internationally to form a critical mass of evidence of the impact created by the programme.

## JUSTICE PROGRAMME STRATEGY 2016-2020

KEY INDICATORS	NOW	2020
Number of countries undertaken the GBV Baseline Study	6 countries	11 countries
Number of strengthened and costed national or provincial/local action plans	2 National, 1 provincial, 167 local	11 national/provincial plans 296 local plans
Number of countries in the region showing interest in undertaking the study.	Seychelles, DRC Botswana and Namibia showing interest	The rest of SADC countries expressed interest
VAW indicators canvassed globally as part of the gender and SDG campaign.	2 VAW indicators now in the incoming SDGs	15 indicators
Number of advocacy materials in multimedia formats in all the countries undertaking the study	14 advocacy materials in six countries	At least 22 advocacy materials in 11 countries
Number of strategic communication workshops in each country - Launch and workshop -	4 workshops undertaken in 4 countries	11 strategic communication workshops in each country
Number of countries with laws on GBV	12 countries	15 countries

### Goal

GL purposes to strengthen its collaborative approach to [Gender Justice](#) research, advocacy and prevention programmes within the region. The GBV Indicators Research project seeks to provide an evidence base to support the implementation of national and local multi-sectorial policies and action plans to end GBV within the SADC region. The project evaluates GBV strategies and programmes and uses findings to lobby governments to accelerate efforts and allocate resources for implementation of GBV programmes. With the aim of ending violence by 2030, GL will extend the work in measuring GBV in six Southern African countries to five more: DRC, Malawi, Madagascar, Mozambique and Swaziland.

### Specific objectives

The GBV Indicators Research Project seeks to provide data of GBV across countries to be used to monitor and evaluate the efforts of governments and civil society to halve the current levels of GBV by 2030, as proposed in the post 2015 agenda. In addition to being a key benchmarking tool, the indicators project will help to strengthen the argument for areas for improvement in GBV response, support and prevention. As part of this programme, GL works with survivors of gender violence to tell their own stories in their own words. These lived experiences <http://www.genderlinks.org.za/page/i-stories> form the essential backdrop to the research and advocacy that we conduct. Building on the "I" story initiative, GL has embarked on a project focusing the economic empowerment of survivors of GBV at the local level. This project seeks to test the hypothesis that women who are economically empowered have more voice and more choice and are thus better able to challenge societal norms through enhanced agency.

GL will thus constantly find ways to refine the methodology so as to meet the needs of each setting and time. GL will continue to work through national, [local government](#) and [civil](#)

[society organisations](#) to raise public awareness of the [GBV Indicators Research findings](#) in the six countries where [research](#) has been conducted (South Africa, Botswana, Mauritius, Zambia, Zimbabwe and Lesotho) as well as extend to Madagascar, Mozambique, Swaziland and Seychelles. GL will co-facilitate processes to review [National Action Plans](#). Beyond advocacy in the six countries where research has been conducted, GL will continue to lobby for accelerated efforts to ending GBV and the adoption of the indicators by all countries as a framework for measuring implementation of the [SADC Protocol on Gender and Development](#) new proposed target of halving levels of GBV by 2030.

### **Background and context**

GL has been working in the [Gender Justice arena](#) for the last thirteen years. From an initial focus on intensifying strategic communications training to building sustainable campaigns, GL has gone on to provide technical assistance to nine SADC countries to develop National Action Plans to End Gender Based Violence. Developing action plans inevitably led to the need for reliable baseline data, targets and indicators for measuring progress in an arena where most violence is under-reported or not reported at all, leaving administrative data as an unreliable source of information.

GL has piloted a comprehensive set of indicators to measure GBV in six countries to date namely South Africa, Botswana, Mauritius, Lesotho, Zambia and Zimbabwe. This work has been achieved within the overall GL approach involving research, advocacy, developing policy and action plans and training. GL is working on strengthening the current methodology. GL's work in the Gender Justice Programme has been informed by the SADC Gender Protocol that required that by 2015, member states to enact and enforce legislation prohibiting all forms of gender-based violence, as well as ensure provision for comprehensive testing, treatment and care of survivors of sexual assault.

It also mandated member states to review and reform their criminal laws and procedures applicable to cases of sexual offences and GBV as well as provide deterrent legislation to perpetrators of sexual violence. Member states are required to enact specific legislation to prevent human trafficking and sexual harassment in all spheres. Member states must provide holistic services to victims. They are also required to adopt integrated approaches, including institutional cross sector structures, with the aim of reducing current levels of gender based violence by half by 2015 now being updated and aligned to the Sustainable Development Goals.

There has been significant progress towards achieving some MDGs such as combating extreme poverty, improving school enrolment and child health, reducing child deaths, and expanding access to clean water. However, achieving MDG 3 (gender equality) has proven to be a challenge for most countries. While most governments around the world signed up to legislation and made commitments to address gender inequality and discrimination against women and girls the high levels of GBV show that achieving gender equality is still a distant dream for most countries. Governments lag behind in the implementation of these laws. Service providers continue to be hampered by limited resources and capacity.

Evidence shows that GBV has direct implications for progress on all the other MDGs because it affects productivity, health and wellbeing, which can result in increased poverty and undermine development. Thus addressing gender-based violence is central to achieving the specific targets to promote gender equality and empower women. The linkages between gender-based violence and gender inequality are increasingly recognized by development actors and the need for an increased focus on violence as a priority.

### Progress on GBV in the SADC region 2009-2015

Target	Baseline 2009	2015	Variance
<b>LEGISLATION</b>			
Laws on domestic violence in 15 countries	9 (Botswana, Madagascar, Malawi, Mauritius, Mozambique, Namibia, Seychelles, South Africa, Zimbabwe)	11 (Angola, Botswana, Madagascar, Malawi, Mauritius, Mozambique, Namibia, Seychelles, South Africa, Zambia, Zimbabwe)	-4 (DRC, Lesotho, Tanzania Swaziland)
Laws on sexual assault in 15 countries	7 (DRC, Lesotho, Madagascar, Mozambique, Namibia, South Africa, Swaziland)	13 (DRC, Lesotho, Madagascar, Mozambique, Namibia, South Africa, Swaziland, Mauritius, Zambia, Tanzania, Zimbabwe Botswana, Malawi,)	-2 (Angola, Seychelles)
Comprehensive treatment, including post exposure prophylaxis (PEP) in 15 countries	2 (South Africa- Sexual Offences Act, Mozambique- HIV AIDS Act)	15 (DRC, Lesotho, Madagascar, Malawi, South Africa, Zimbabwe, Tanzania, Seychelles, Botswana Namibia, Mauritius, Swaziland, Zambia, Angola, Mozambique)	0
Human trafficking laws in 15 countries	3 (Madagascar, Mozambique, Zambia)	12 (DRC, Lesotho, Madagascar, Mauritius, Mozambique, South Africa, Swaziland, Tanzania, Botswana, Zambia, Zimbabwe, Seychelles )	-3 (Angola, Malawi, Namibia)
Sexual harassment laws in 15 countries	2 (DRC, Madagascar)	14 (DRC, Lesotho, Madagascar, Malawi, Mauritius, South Africa, Zambia, Zimbabwe, Namibia, Seychelles, Botswana, Mozambique, Swaziland, Tanzania)	-1 (Angola)
<b>GBV SERVICES</b>			
Accessible, affordable and specialised services, including legal aid, to survivors of GBV in 15 countries	9 (Angola, Lesotho, Mauritius, Mozambique, Namibia, Seychelles, South Africa, Zambia, Zimbabwe)	12 (Angola, DRC, Lesotho, Malawi, Mauritius, Mozambique, Namibia, Seychelles, South Africa, Tanzania, Zambia, Zimbabwe)	-3 (Botswana, Swaziland, Madagascar)
Specialised facilities including places of shelter and safety in 15 countries	2 (Mauritius, South Africa)	12 (Angola, DRC, Lesotho, Malawi, Mauritius, South Africa, Zimbabwe, Namibia, Zambia, Botswana, Swaziland, Mozambique )	-3 (Madagascar, Seychelles Tanzania)
<b>COORDINATION, MONITORING AND EVALUATION</b>			
Integrated Approaches: National Action Plans in 15 countries	7 (DRC, Mauritius, Namibia, Seychelles, South Africa, Swaziland, Tanzania)	14 (Angola, DRC, Lesotho, Malawi, Mauritius, Mozambique, Namibia, Seychelles, South Africa, Swaziland, Tanzania, Zambia, Zimbabwe, Botswana)	-1 (Madagascar)
By 2015 construct a composite index for measuring GBV in 15 countries	None	7 (Botswana, DRC, Mauritius, South Africa, Zambia, Zimbabwe, Angola )	-7 (Malawi, Namibia, Mozambique, Madagascar, Swaziland, Seychelles)
By 2015 provide baseline data on GBV in 15 countries	None	6 (Botswana, Mauritius, four provinces of South Africa, four/ provinces of Zambia, Lesotho Zimbabwe, Tanzania)	-9 (Angola, Malawi, Namibia, Mozambique, Madagascar, Swaziland, Seychelles)
<b>SCORES</b>			
CSC 100%	47%	68%	-32%

GL has made significant contribution to the process of reviewing and critiquing the MDGs and extracting lessons in the build-up to a new framework. Through the Alliance, a member of the Women's Major Group, GL has commented on several different versions of the Sustainable Development Goals that now comprise 17 goals and 169 targets. As a result Goal five - gender equality now has a specific target on VAW. Indicators crafted concern life-time experience of gender violence. These numbers can only be derived from prevalence studies such as the study that GL has now piloted in six countries. Should these targets and indicators be adopted by the UN General Assembly, they will be a major vindication of this pioneering work on measuring GBV.

### **Country specific situation analysis**

To date, GL has completed the VAW indicators and baseline research in six countries; Botswana, Mauritius, the South African Provinces of Gauteng, Limpopo, Western Cape and KwaZulu Natal, Zimbabwe, Lesotho and Zambia. All SADC countries except for Madagascar have adopted integrated 365-day National Action Plans (NAPS) to end GBV. However, in some instances, the draft NAPS have not yet been formally adopted, although some of the actions have been implemented. The cross-cutting finding in all the settings is limited implementation of the action plans. Implementing agencies cite resource constraints as a key limitation. This has led to the drive for NAPS to be costed. Mauritius, Lesotho, Zimbabwe, Swaziland and Seychelles have developed fully costed NAPS. Another challenge in the implementation of NAPS has been in the co-ordination of implementation and data management.

Some countries have developed multi sector structures with a mandate to track and evaluate implementation. Examples are the Mauritian Platform against GBV, Zambia Anti-GBV National Committee, the Zimbabwean Anti-domestic Violence Council and the now defunct SA GBV Council. While this is a stride in that secretariats are in place these structures have also made limited impact because of lack of funding for operations.

Following a successful launch of the **Botswana** VAW Baseline study, the government has developed a new costed NAP and approached GL to assist with cascading the baseline study to district level so as to broaden the sample and be able to draw indicators at district level. Preparations to undertake the study are now at advanced levels.

In **Lesotho**, following the launch of the Baseline Report in April 2015, GL convened a two and half day intensive workshop to review the National Action Plan to end GBV (NAP) and to develop a national strategic communication plan. In attendance were representatives from the Ministry of Gender, representatives from Lesotho Bureau of Statistics (BOS), civil society organisations, representatives from development partners as well as the media. The outcome of the workshop was a comprehensive NAP to end GBV which was later reviewed, costed and adopted by the Ministry of Gender in May 2015.

In **Mauritius**, four ministers, the head of the Equal Opportunities Commission and an editor in chief of a major newspaper attended the launch of the Mauritian report that has since become the subject of a cabinet memorandum. The findings from the GBV Indicators project are being disseminated and dialogues with the Ministry of Gender are underway regarding reviewing the upcoming NAP in the light of the findings. Municipal libraries of the local government COE's hosted daily cyber dialogues in creole on each chapter of the report during the 16 Days. MBC radio linked in with a one-hour talk show. The report received extensive coverage in the mainstream media.

In **South Africa**, GL finished the GBV indicators research in four provinces, and aims to upscale this to a national study. The then Minister of Women, Children and People with Disabilities Lulu Xingwana expressed interest in adopting the GBV indicators as a national baseline study and invited GL to present the findings of the study in four provinces to the National Council for GBV (NCGBV) where this received broad support. The minister lost her post in the cabinet reshuffle after the May 2014 elections. GL requested a meeting with the new Minister of Women Susan Shabangu and it never materialised. GL has also been a member of the National Council against GBV (NCGBV) since its inception and was actively involved in the review of the National Strategic Plan to end GBV. However the NCGBV and the development of the NSP were suspended with the coming of the new minister. Realising that engaging the government at national level has proved to be a challenging task, GL has resorted to working with provincial governments in the development of provincial action plans to end GBV. To date GL has worked with Limpopo Government and have drafted an action plan to end GBV in the province and is currently awaiting adoption by the province. GL is also engaging the provincial governments of KwaZulu Natal and Western Cape regarding development of provincial action plan to end GBV. In 2014, GL entered into an MOU with UNICEF and the University of Cape Town as part of the DFID-funded Safer South Africa project to share data from the four provinces in a diagnostic study on violence against women and children. The findings were presented to the South Africa cabinet in December.

In **Zambia** the Ministry is spearheading the national research and hopefully will adopt the study as an ongoing monitoring tool. In August 2015 the Ministry in partnership with GL convened a validation meeting and are now waiting the launch of the report followed by the review of the NAP to end GBV

In **Zimbabwe**, the launch of the VAW Baseline Study in December 2013 was followed by a workshop to devise a draft action plan linked to the government's three year strategy on GBV. At a press conference on the outcomes of the regional SADC Protocol@Work summit (where Zimbabwe won the most prizes) the Zimbabwe gender and local government ministers pledged to take this work forward

GL is now planning to cascade the project to six more countries; DRC, Madagascar, Malawi, Mozambique, Seychelles and Swaziland. In late 2014, GL facilitated an inception workshop in **Seychelles** on "Measuring Gender Based Violence" organised by the Seychelles Ministry of Social Affairs with the collaboration of the Australian High Commission and the British High Commission. GL Board Member Loga Virahsawmy shared her experiences of the Gender Based Violence Indicators research in Mauritius. The workshop laid the ground work for nationwide research in Seychelles.

In **DRC**, most parts of the country sexual violence has been used as a weapon of war. Many women do not leave abusive relationships because they are economically dependent on the abuser. Thus this research will provide the valuable information on the extent, drivers, effects and prevention of GBV in the country.



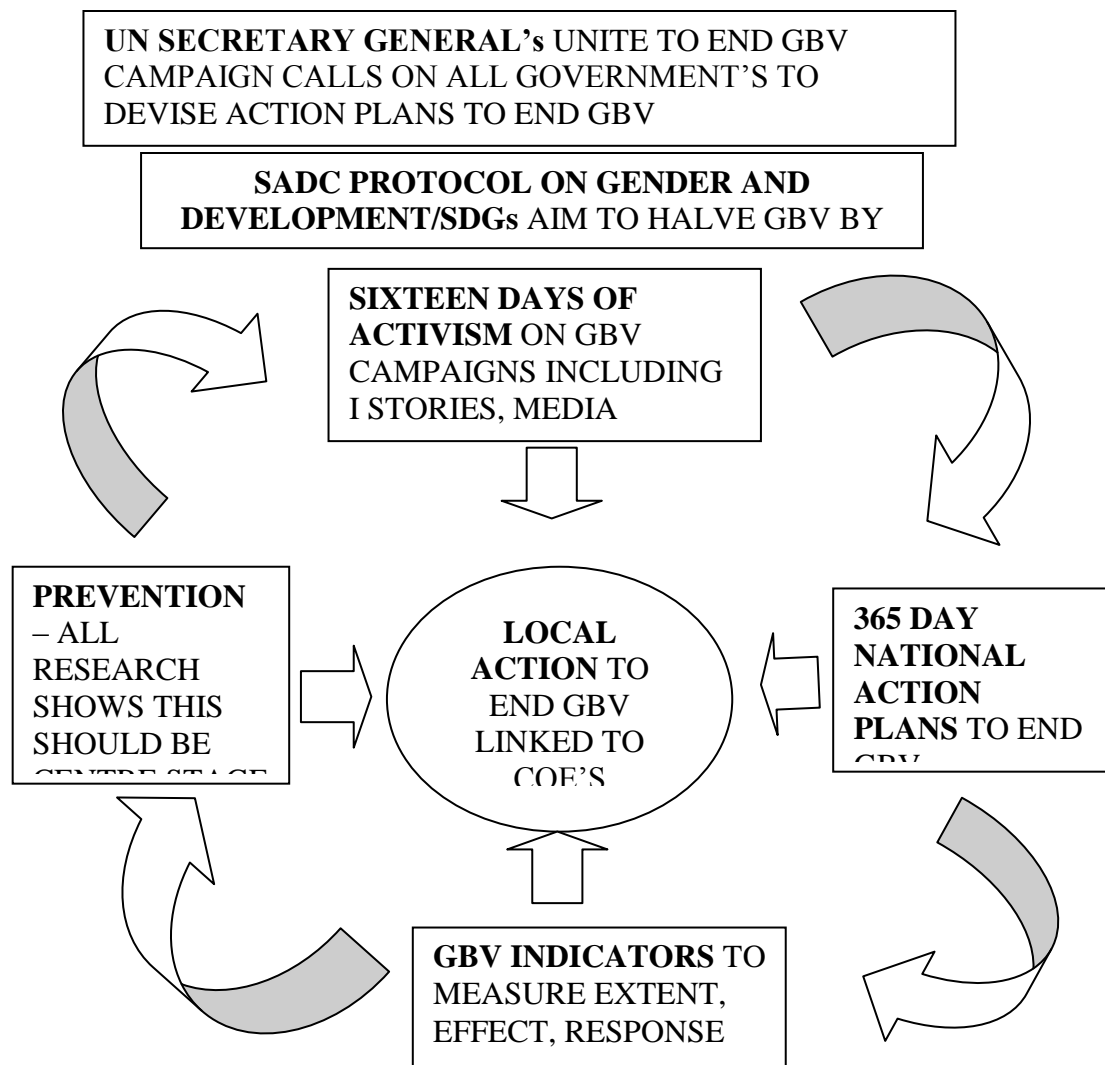
COUNTRY	Classification	Brief political and socio-economic context	% women local govt	% women national	Electoral system	Next elections	GBV Indicators	No of COE	Entrepreneurs trained	New entrepreneurs
<b>GL has project site, will undertake GBV Baseline Study, extend Gender in Local Government COEs and Entrepreneurship to these countries</b>										
38) DRC	LDC	Post conflict fragile state; pockets of regional conflict; New institutions - tremendous socio-economic and governance needs.	Data missing	9	FPTP	2020 L,N	Planned	10 planned	Pilot planned	200
39) Malawi	LDC	Recently reverted to multiparty democracy after years of oligarchy; high poverty levels.	11	17	FPTP	2019 L,N	Planned	10 planned	Pilot planned	200
<b>GL has offices, COE work, Entrepreneurship but GBV baseline studies have not been undertaken</b>										
40) Madagascar	LDC	Years of political stalemate; high poverty levels, fragile economy.	6	21	FPTP	2020 L,N	Planned	79	182	200
41) Mozambique	LDC	Post conflict stable state; high poverty levels; women's rights and needs largely infringed by cultural beliefs.	36	39	PR	2018- L 2019- N	Planned	19	158	200
42) Swaziland	Low Middle Income	Monarchy; high levels of income disparity; deeply cultural practices that hinder women's rights and freedom.	12	14	FPTP	2017- L; 2018- N	Planned	24	140	200
<b>GL has offices, GBV Baseline study, COE work and Entrepreneurship that need extending/backstopping</b>										
43) Lesotho	LDC	Constitutional monarchy; recent political instability; snap elections in February 2015; current coalition government. High poverty	49	25	Mixed	2016- L 2020 -N	Done. Launched in 2014	50	171	200

COUNTRY	Classification	Brief political and socio-economic context	% women local govt	% women national	Electoral system	Next elections	GBV Indicators	No of COE	Entrepreneurs trained	New entrepreneurs
		levels; women's rights violations.								
44) Zimbabwe	Low Income Country	Oligarchy has led to political instability and rights violations; high poverty levels and economic fragility.	16	32	FPTP	2018 L-N	Done. Launched in 2013	60	183	200
45) Zambia	LDC	One party to multiparty; relatively stable; 60% of people live below the poverty datum line.	6	13	FPTP	2016 L,N	Completed – awaiting launch.	44	188	200
<b>TOTAL</b>	<b>6 LDC, 1 LI, 1 LMI</b>	<b>Seven multiparty; 2 post conflict; 4 experiencing political instability; two monarchies; all led by men</b>	<b>Av = 10%</b>	<b>Av=21%</b>	<b>6FPTP; 1PR; 1 Mixed</b>	<b>8 Local 8, National</b>	<b>3 done, 5 to be done</b>	<b>296</b>	<b>1022</b>	<b>1600</b>

## Programme design

As illustrated in the conceptual model GL brings together global, national and local action to end GBV in a holistic, multi-sector approach. With its strong media and communications background, GL began work in the gender justice arena by using the Sixteen Days of Activism on Violence against Women as a platform for training activists in the SADC region in strategic communications. These campaigns led to inevitable questions about the sustainability of such campaigns beyond the Sixteen Days. In line with its ToC to influence change at a policy level, in the public sphere, GL began working with countries in the SADC region to extend the Sixteen Days to a 365 Day National Action Plan strategy to end gender violence.

### *Conceptual model*



Since 2006 GL has worked with ten governments in developing National Action Plans to End Gender Violence (NAPs). NAPs are blueprints or frameworks that provide for comprehensive, multi-sector, and sustained actions for addressing VAW at country level. The NAPs allow all sectors to co-ordinate and systematise actions and building on initiatives so that approaches

remain adaptive and responsive for the specified time frames. The model NAP framework outlines the scope of the GBV problem within a country, identifies the structural causes and drivers and sets actions to address the problem through actions in the area of legal reform, provision of services, prevention as well as co-ordination, monitoring and evaluation approaches. For each of the actions or interventions responsibility for championing is allocated to either a lead government department or organisation. NAPs involve drafting actions in consultation the different stakeholders to ensure effective implementation. The development of NAPs received added impetus through the launch of UN Secretary General's UNite to end GBV campaign, and the adoption of the SADC Protocol on Gender and Development (SGP) in 2008. The adoption and implementation of multi sector NAPs is one of the five key expected outcomes of the UN Secretary General's UNite to end GBV campaign which is being run until 2015. The SADC Protocol obliges Member States to adopt integrated approaches, including institutional cross sector structures, with the aim of reducing current levels of gender based violence, by half by 2030.

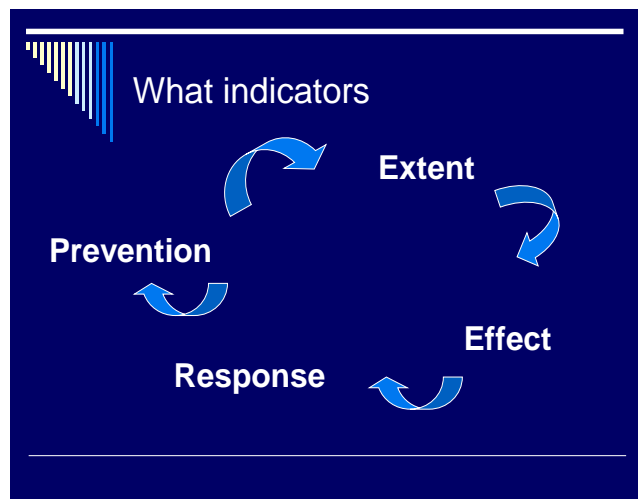
At the community level, GL has linked its governance and justice work through flagship programmes for ending GBV through 300 Centres of Excellence for gender in local government that bringing together research, policy and practice in a unique on-the-job capacity-building project that is continuously monitored for its impact. GL will use the results of GBV Baseline studies to strengthen GBV action plans in 296 councils that form part of the COE process (20 new, in DRC and Malawi). Good practices are gathered and shared at the SADC Gender Protocol Summit.

Situating GBV work within the broader SADC framework of halving gender violence by 2015, GL faced the challenge of how to measure progress, when there is so little valid data on actual levels of GBV. In 2010, GL successfully piloted a comprehensive set of indicators for measuring gender violence that involves a prevalence survey, better use of administrative data, media and discourse analysis, and qualitative tools. GL has worked with governments in Botswana, Lesotho, Mauritius, South Africa, Zambia and Zimbabwe to conduct household surveys to establish the prevalence of GBV. The "I" stories are analysed and used to expand on and triangulate the findings of the prevalence study.

**Unique features of the project**

Unlike previous prevalence surveys that have focussed on a few aspects of GBV, the set of indicators seeks to measure:

- The extent of the problem (what uniform administrative and survey data could be obtained across all SADC countries).
- The social and economic effects of GBV
- Response and support interventions as measured by the multi stakeholder National Action Plans to End Gender Violence based on the SADC Protocol on Gender and Development.



- Prevention interventions that underscore the importance of a paradigm shift towards prevention rather than focus primarily on response.

The main tool is a prevalence/attitude/costing survey covering a representative sample of women and men making use of the new technology that is more efficient. The flagship tool is the prevalence/ attitude study, justified on the basis that statistics obtained from administrative data do not cover many forms of gender violence, and even those that are covered are under-reported. The administrative data, media monitoring and political content analysis provide key insights in relevant areas. Triangulation of findings from all the methods helps to verify and strengthen the findings, as well as provide key insights for policy- making and action planning. However, the "I" stories, or lived experiences, give a human face to all aspects of the research.

GL has learnt through the collection of over 1000 "I" stories or first-hand accounts over the years that survivors of GBV go back into abusive relationships for economic reasons. Thus GL has pioneered the economic justice programme with the aim to create gender responsive local governments, which informed by flagship GBV Baseline and attitudes survey are capacitated to develop local action plans that focus on VAW prevention in their communities. As one of the strategies to end VAWG, the governments would be responsible for linking up survivors of violence with Local Economic Development structures in their communities. The target group is women 18 years and older, who have experienced GBV, are unemployed or in their own micro enterprises, from both rural and urban environments, in their countries. The participants represent a socially and economically vulnerable group of women who have faced the consequences of abuse and whose lives have likely been challenged by these experiences socially, physically, emotionally, mentally and economically.



### ***Merits of the GBV Indicators Research***

The programme can be regarded as doing the right things in the right way because of the following:

The GBV Indicators research is being refined to meet the current needs and holistically address the complexities of GBV.

The GBV Indicators research involves corroborating data collected from women as survivors and men as perpetrators. Collecting data from men as perpetrators gives additional credibility to the reports of abuse by women. Most research has centred on collecting data from women. GL is also exploring ways of measuring GBV against men.

The GBV Indicators research is more comprehensive in that it collects data on extent coupled with a broad range of potential risk factors such as child abuse, alcohol and substance abuse, gender attitudes and relationship factors. Collection of causal data simultaneously with extent data allows for broader risk factor analysis. The findings from the risk factor analysis are critical in identifying target groups when developing GBV interventions,

Previous GBV research across the region has focused on violence occurring in intimate relationships with emphasis on physical and sexual violence. The GBV indicators research measures both partner and non-partner violence (rape, sexual harassment, child abuse: physical, sexual, neglect). It also measures the less commonly addressed forms of partner violence namely economic and emotional.

The GBV Indicators Research also engages the women survivors through seeking first-hand accounts of violence. The "I" stories method gives voice to survivors, most of who have confessed to have never shared their stories with anyone else prior their participation. This qualitative component of the study compliments the prevalence and attitude survey and will provide information on forms of GBV that are rarely disclosed or understood in society.

The GBV Indicators Research is being implemented in collaboration with local partners to ensure local ownership. The GBV Indicators allows for the building of research capacity of locals who participate as researchers in the survey. Beyond the research, locals have gained experience in conducting research and the use of new technology. The same researchers can contribute further research and the experience gained from participating in the GBV research will be an added advantage.

Adapting the indicators methodology at provincial level is a more sustainable approach that will allow for detailed baselines on gender attitudes and GBV at community level. The result will be a more specific measurement and conclusions about GBV in a particular province and locality. Local councils will then use their provincial or district statistics to gauge where they stand compared to the overall national or provincial GBV statistics. The research findings will be used to inform prevention campaigns and programmes being implemented at provincial, district and local level.

GL is engaging the Statistics Offices which are the authorities in the collection of national data. This ensures representative samples are drawn and that the studies can be deposited as national and official studies.

The GBV Indicators research is not conducted for the sake of just research in a vacuum. It is geared to strengthen existing policy and evaluate programme interventions in the areas of response, support and prevention. Beyond producing comprehensive data, GL is lobbying government and civil society actors to act upon the research findings and recommendations, more so to improve the management of data within the GBV sectors.

The GBV Indicators research findings provide a basis to hold governments accountable to their commitments to ending GBV and their obligations in implementing the SADC Protocol on Gender and Development's Articles 20 to 25.

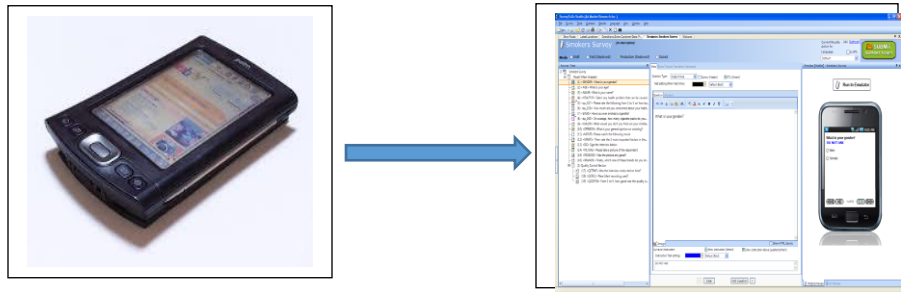
### **Innovation**

GL continues to work towards improving the methodology as well as employing more innovative approaches to research. As part of the Sixteen Days of Activism, Gender Links and UNICEF convened a one and half day Critical Thinking Forum on measuring GBV from the 2nd to the 3rd of December 2014. The forum brought together a broad range of experts to review methodologies for measuring GBV in the SADC region, and the underlying drivers, including childhood experiences of violence. The meeting revisited the methodologies used in conducting Violence against Women Baseline studies in six SADC countries. The meeting took place against the backdrop of a regional campaign to strengthen indicators in the post 2015 global agenda

and in the SADC Protocol on Gender and Development. Following this workshop, GL is piloting expanding the research to include men's experiences of violence. The questionnaire has already been revised for this purpose. Should this approach prove successful, GL will roll it out in the next five countries earmarked for the study.

### **New features- From PDA to cloud based tablet**

The study will also move away from Personal Digital Assistants to new technology in form of tablets.



GL will be moving from

PDAs to new technology Android 4.0 (or higher) based tablets/and some smartphones. These use software such as the Computer-Assisted Personal Interview (CAPI) technology application or it can be cloud-based. Using tablet devices for interviewing yields some of the following benefits:

- Surveys can be conducted on low-cost.
- Tablets have a paper sized screen are portable, and have an extended battery life
- There is improved data storage capacity
- Multi-language settings
- The software reduces the time lag between data collection and data analysis as well as the number of coding errors.
- Supervisors may view and check the collected information as soon as the enumerators finish the interviews, together with possible error reports.
- Automated routing reduces the incidence of missing data.
- Changes in the structure of the questionnaire can be instantly reflected on the interviewers' devices. This allows for last-minute updates or error corrections.
- Data validation is done in the time of data collection, and the information is ready for statistical analysis as soon as surveying is completed. It can easily be exported to SPSS, MS Excel
- When cloud based the tablet can cut installation costs, IT and setup costs. It offers offline data collection support and GPS Location Capturing

GL has piloted an innovative project that seeks to create a link between national policy initiatives and the practical implementation of strategies to address GBV in communities through the local government Centres of Excellence (COE's). GL is using the results from GBV Indicators to lobby local governments to review and develop action plans that address economic justice at

local level. 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 now extended to 2030: also the target date for MDG three – gender equality. By running the GBV indicators research parallel to GBV action plans in local councils, GL will roll out a methodology developed in all the countries that have undertaken this research for translating the findings into local languages and integrating them into local action plans. This ensures that the research is engaged with and applied at the local level.

## Results achieved

### *Outputs*

Since 2010, GL in partnership with government and local civil society partners conducted this research in Botswana, Mauritius, Zimbabwe, Lesotho, South African Provinces of Gauteng, Western Cape Kwazulu Natal and Limpopo; and Zambian districts of Kasama, Kitwe, Mansa and Mazabuka reaching a total of 28 827 people. The outputs include research reports, advocacy materials such as pamphlets all of which can be accessed on the [Justice](#) page on the GL website.

### Participants in the GBV Indicator

Participants in the GBV Indicator	Females	Males	Total
Botswana	639	590	1229
Lesotho	1777	1590	3367
Mauritius	679	678	1357
Zambia pilot study	578	719	1297
Zambia national study	3963	3639	7602
Four provinces of South Africa	2800	2821	5621
Zimbabwe	4507	3847	8354
Total	14943	13884	28827
	52%	48%	100%

The research has provided evidence for the adoption and strengthening of National Action Plans as well as local action plans to end gender violence in the six countries. As GL cascades the indicators to other countries, the plan is to conduct the research at local level with the Centre's of Excellence that we are working with and to aggregate these results into a national survey.

### Outputs summary table

Country	Research	Action plans	Advocacy materials
Botswana	Research report launched	10 strengthened local action plans	1 English pamphlet
Lesotho	Research report launched	5 strengthened local action plans and 1 NAP	National Strategic Communication Plan in place. English and Sesotho pamphlets
Mauritius	Research report launched	10 strengthened local action plans	National Strategic Communication Plan in place. English pamphlet
South Africa	4 Provincial research reports	1 strengthened provincial action plan	1 Provincial Strategic Communication Plan 4 English pamphlets for each province, 1 Afrikaans and 1 IsiZulu pamphlets
Zambia	Research report to be launched	4 strengthened local action plans	1 English pamphlet
Zimbabwe	Research report launched	10 strengthened local action plans and 1 NAP	National Strategic Communication Plan in place. English, Ndebele and Shona pamphlets
Regional			More than 1500 "I" stories, infographic and 1 English pamphlet
Total outputs	Credible data on VAW is collected in six countries. 4 National, 4 provincial Research Reports launched and 1 national report still to be launched	39 local, 1 provincial and 2 national strengthened action plans	4 strategic communication workshops, 13 pamphlets and 1 infographic.

### Outcomes

One of the provisions of the SGP is to develop comprehensive multi-sectoral national action plans (NAPs) in all SADC countries. GL has worked with governments, civil society and other stakeholders to develop NAPs in ten countries including Botswana, Mauritius, Zambia, Lesotho, South Africa and Zimbabwe. The major challenge in most countries is that plans that have been developed have remained national policy documents without filtering to other levels, particularly local communities. GL is aiming to engage 296 councils (20 new) across eight (two new) countries to declare zero tolerance for GBV; design and implement concerted campaigns whose impact is measured through a localised version of the GBV indicators/attitude research. GL is adding value through the following:

#### ***Conducting research, data collection and analysis***

Until the piloting of the GBV indicators project, the action plans also lacked effective ways of establishing baseline data and tracking progress. In line with the arenas for action identified in the UN Secretary General's UNITE to End GBV Campaign, GL has developed and tested a comprehensive set of indicators to measure extent, effect, response and prevention campaigns to end GBV that can be applied for the rest of SADC.

Through the GBV Indicators projects GL is engaging regional, national and local actors to strengthen efforts to address GBV. GL has been invited by the SADC Gender Unit and United Nations Economic Commission to gain a platform of sharing the learning from the project with actors from the region and the continent. Engagement with SADC GU and UNECA has led to high level commitments on addressing GBV by governments and led to the adoption of best practices. Initially the research was conducted in three countries, three more countries came on board and now two more countries will be conducting the study using the strengthened methodology

### ***Supporting implementation of multi-sectoral policies and national action plans***

At national level, data from the GBV Indicators research is being used to strengthen the implementation of National Action Plans for ending Gender Violence. GL works with the national GBV task teams responsible for spearheading the implementation of the NAPs in the selected countries. The task teams are multi-sectoral including both government departments and civil society.

In South Africa GL is a member of the now defunct National GBV council and in Mauritius GL is a member of the National Platform on ending GBV. In Botswana, Zimbabwe and Zambia, GL has collaborated with the ministries responsible for the co-ordination and implementation of the NAPs. It is important for the ministries to understand the GBV Indicators research methodology and own the findings which have implications in terms of GBV programming.

Results from GL's ground-breaking Entrepreneurship programme show that with concerted and sustained effort, using integrated approaches and working through decentralised structures of government, *the war on gender violence can be won*. During the first phase, gender responsive governance, measured through the Gender Score Card improved by eleven percentage points; gender attitudes as measured by the Gender Progress Score in 22 councils improved by seven percentage points, and the income of 1,557 survivors of GBV improved by an estimated 50% (this is still being verified as the first phase of FLOW draws to a close). These results give impetus to this proposal to extend the model to two new Southern African countries (Malawi and DRC) as well as support and extend the work already started in Lesotho, Madagascar, Mozambique, Swaziland, Zambia and Zimbabwe.

GL therefore continues to lobby the ministries to use the GBV Indicators in reviews and subsequent amends to the existing NAPS are only possible in collaboration with the national task teams. GL is also advocating for the ministries and task teams to adopt the GBV Indicators, repeat similar research and take responsibility for monitoring efforts to reduce gender violence using the findings from GL led research as a baseline.

### ***Lobbying for resources/gender-responsive budgeting for addressing violence against women***

The ministries are responsible for providing overall leadership in efforts to reduce GBV at government level and allocating resources for GBV. GL is also advocating for ministries to renew their commitment to allocate resources for NAP implementation. GL has called on the ministries to ensure a budget for the implementation of the revised NAPs. The national task teams should ensure the adoption and effective implementation of NAPs.

Enhancing capacities at local level GL is working with local government councils in the SADC countries training councillors to mainstream gender in local government. One of the modules in the eight stage training is on strategies to address GBV. To date the GBV research has been cascaded to district level in Zimbabwe, Zambia and Lesotho and soon it will be Botswana. The cascading model to local level will allow for the review and strengthening of the implementation of local action plans to end gender violence.

### ***Civil Society strengthening***

Civil society organisations have shown commitment to assist governments in implementing the NAPS while at the same ensuring that they hold government accountable for delivery. GL has partnered with CSOs in all six countries particularly around the collection of first accounts of violence. Through the partnerships GL has shared its strength of good monitoring and evaluation systems including measuring gender attitude which partners can use to strengthen their own programmes.

### **Impact**

***Baseline studies are strengthening political commitment to ending GBV:*** Where studies have been completed and launched, they have raised the political profile of GBV and strengthened national level NAPS. Minister of Labour and Home Affairs, Edwin Batshu, launched the Botswana report at a high profile event in March 2012. This included a symbolic signing ceremony for all key players in the GBV Referral System. President Ian Khama subsequently instructed all cabinet ministers to take active steps to end GBV. During the 2014 SADC Protocol@Work summit GL convened a high level round table meeting attended by gender ministers from Mauritius and Lesotho to take stock and map a way forward. The meeting demonstrated the extent to which the VAW Baseline studies have politicised the issue of GBV in the region and placed it under the media spotlight.



*“Last year, my Ministry partnered with Gender Links to undertake this important baseline study on violence against women with the aim of providing baseline data to be used to monitor and evaluate the efforts of Government and civil society to halve the current levels of gender-based violence*

*by 2015, as provided in the SADC Protocol on Gender and Development. I am excited because this research was unique and will compliment previous researches like the Zimbabwe Demographic and Health Survey in the following ways: The violence against women survey was a standalone and dedicated GBV survey not linked to any other survey...” Minister Oppah Muchinguri, at the launch of the Zimbabwe Violence against Women Baseline Study, December, 2013)*

## Botswana



Valencia Mogegeh, Director of the Gender Affairs Department, speaking at CSW event in New York, March 2013.

GAD with assistance from GL is working on cascading the study to local level through local government structures working closely with COE councils that are participation on the GL programme. *"Back home in Botswana, the findings have sparked an unprecedented engagement around the results as everyone has internalised the reality that VAW has reached unacceptable levels. Cabinet sent the Women's Affairs Department back to the drawing board to come up with baseline data for every district beyond the "narrow statistical sample" to better understand the dynamics of each locality that would inform*

*future strategies. In fact, the President of Botswana, Ian Khama, has tasked everyone in the country to map the response that each current and prospective stakeholder would undertake as part of a multi-sector approach to addressing GBV as a response to the findings. Gender and Development (GAD) is setting the pace by taking the study to local level through local government structures working closely with the Centres of Excellence for gender mainstreaming in local government that Gender Links has established"* – **Valencia Mogegeh, Director, Gender Affairs Department.**

## Influencing the global agenda

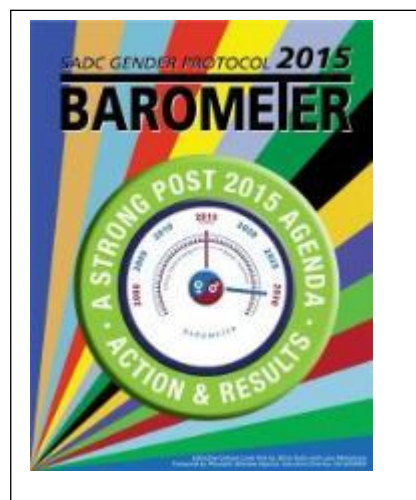
GL has linked the work on measuring VAW at national and local level to regional and global debates. The GBV indicators research is a global first. UNWOMEN and the SADC Gender Unit invited GL to present the concept of a GBV Baseline study that is routinely repeated by governments to benchmark progress at a meeting of SADC gender ministers in Maputo in February 2013 in preparation for the 57<sup>th</sup> session of UN Commission on the Status of Women (CSW) that focused on gender violence. The UN Economic Commission for Africa (UNECA) Africa Centre for Women invited GL to share the methodology and findings at a global gathering of ministers and other decision-makers at the CSW.

*"Emerging findings from prevalence studies on GBV in five SADC countries show that between one quarter and two thirds of women in these countries experience some form of gender violence over their lifetime. The highest form of such violence – emotional violence - barely features in police statistics. Yet it daily undermines women's agency and self-worth; costing our countries billions of dollars that could otherwise go into economic development. We wish to commend the SADC position paper to the CSW. It is a bold statement from our region that women's rights are human rights; that we must tackle the root causes of gender violence - patriarchal norms and harmful traditional practices that result in gross human rights violations being perpetrated with impunity."* - *Excerpt from the Statement by civil society at the SADC gender ministers meeting, Maputo, February 2013*

The 2014 SADC Gender Protocol Barometer broke new ground by proposing potential new targets and indicators for the post-2015 agenda. Of the 300 possible indicators, 100 concern gender violence, and they derive from these studies. Through the Alliance, a member of the

Women's Major Group, GL has commented on several different versions of the Sustainable Development Goals that now comprise 17 goals and 169 targets. As a result Goal five - gender equality now has a specific target on VAW. Two indicators on gender violence are;

- *Indicator 38: Prevalence of girls and women 15-49 who have experienced physical or sexual violence [by an intimate partner] in the last 12 months*
- *Indicator 39: Percentage of referred cases of sexual and gender-based violence against women and children that are investigated and sentenced.*



**Cascading GBV campaigns to local level:** GL has also broken new ground in cascading work on GBV to the local level where 167 councils have now developed GBV Action Plans. Curepipe council in Mauritius has a 24-hour hot line that provides support and helps to prevent GBV. Kabwe and Kapiri Mposhi councils in Zambia have set aside budgets for street lights and clearing of empty fields in dangerous areas. Gweru has turned 90 dangerous empty spaces into gardens, 80% run by women, many of whom are HIV positive.

In all the six countries where the study has been undertaken, GL has managed to work with local government to review local action plans to end GBV aligning them to the findings from the study. To date 37 GBV local action plans have been reviewed in the six countries. GL is using the results from GBV Indicators to lobby local governments to review and develop action plans that address economic justice at 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 works with local councils to ensure that these practical needs are met. Gweru City Council in Zimbabwe is creating safer spaces for people to live in. The project involved the upgrading of Mtapu flats to family style units in efforts to reduce overcrowding and create safer spaces. In Outjo, Namibia, women have staged "take back the night" campaigns to claim their right to safe spaces. According to Councillor Bridget Horases "The Take Back the Night march enabled concerned citizens to express their outrage against the evil practice of GBV together with murder cases. They handed over their petition to the police commander of Outjo to help and protect the citizens of Outjo, especially women and children who suffer from the brutality of weak-minded men who bring nothing but pain to the relatives and close ones of the victims. The campaign helped men and women to work together in order to combat GBV in the town of Outjo. It has also led the municipality to consider setting up streetlights to reduce GBV."

### **Media Campaign**

GL embarked on a successful multimedia campaign using the Sixteen Days of Activism to publicise the findings of the VAW Baseline Study. GL ran this campaign through the 360 councils it is working with under the banner, "End Violence, Empower Women!" In Zimbabwe, the English pamphlets were translated into Shona and Ndebele and widely distributed during the campaign. In Lesotho the pamphlet was translated into Sesotho and in South Africa into Afrikaans and IsiZulu. GL produced an infographic on GBV that has been uploaded on the GL website and on YouTube. GL has been making presentations on the findings at key stakeholder meetings in all the countries. During the 16 Days GL held business breakfast meetings in South Africa, Botswana and Zimbabwe attended by more than 90 participants. The aim of these meetings was to disseminate the findings from the study with the aim of bringing the private sector on board to render financial and nonfinancial support to survivors of violence. GL also held two google hangouts one focusing on economic justice and the other on femicide as well as four cyber dialogues during the 16 Days campaign. During the same period, GL published stories related to GBV from across the region in English French and Portuguese. On a daily basis three stories were published on the GL website.

### **Lessons learned**

One of the major lessons emanating from this project is the need to get government buy-in right from the inception stage. Working with governments has been a challenge for GL particularly in Zambia where GL was in a three way relationship with the gender ministry and UNICEF. Delays in releasing funds have affected the smooth running and timely finishing of the project. Despite the challenges, government ministries remain crucial in this process as they ensure ownership and sustainability especially the adoption of the indicators for ongoing monitoring. During the course of the project, GL has refined the main assumption to that governments will support the key strategic imperative of undertaking baseline studies to measure the extent, effect and response to GBV, and use these to benchmark progress. Thus ensuring that the government is at the centre of the process has proved critical in the smooth running of this project.

GL has also learned that the only way to ensure gender responsive governance, especially in ending GBV, 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 now extended to 2030.

Overall, GL has learnt that

- The findings of the indicators research needs to be canvassed and used to strengthen national and local action plans to end GBV.
- 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 thus the economic empowerment project for survivors of violence.

## **Future direction**

Through the Justice Programme, GL has learnt the need to work with governments at their pace so as to ensure ownership. If the project is to be adopted into surveillance system by countries there is need to secure political buy-in right from the inception. In cases where the buy in was strong the governments even raised funds on their own as was evidenced in Botswana and Zambia. GL is working towards assuming a catalyst role while the governments take full charge of the project.

### ***GL's proposed actions- Accelerating advocacy***

- Lobbying governments at all levels to ensure creation, revision, or improved implementation of anti-GBV laws or related policies
- Facilitating the use of evidence based research to strengthen the implementation of NAPS and GBV local action plans.
- Bridging the gap with local authorities and gender champions through the GL COE process and the annual 16 days campaign activities.
- Sustained community mobilisation and engagement geared to influence change in community norms.
- Strengthening national and local institutions to increase coordination of GBV prevention and response efforts among and with other stakeholders;
- Supporting the improvement of collection, analysis, and use of data and research to enhance GBV programmes.

## CROSS CUTTING PROGRAMMES

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:

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.

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

The graphic shows how GL has sought integrate climate justice into its way of working through an internal policy as well as 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***

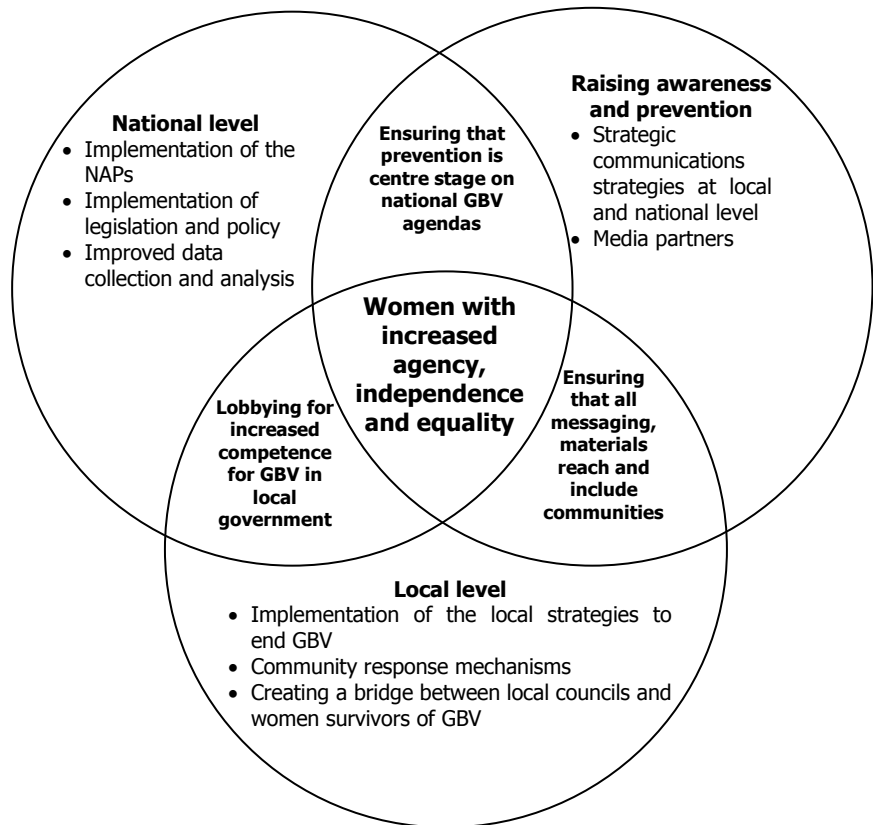
There are several ways that GL will assess and actively incorporate climate change into its areas of work as follows:

### Integrating climate change into GL work

AREA OF WORK	HOW CLIMATE CHANGE WILL BE ASSESSED AND INCORPORATED INTO GL'S AREAS OF WORK
<b>SADC GENDER PROTOCOL</b>	<ul style="list-style-type: none"> <li>• The annual SADC Gender Protocol Barometer will carry a section on climate change in Southern Africa and its gendered impact.</li> <li>• 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.</li> </ul>
<b>GENDER AND MEDIA</b>	<ul style="list-style-type: none"> <li>• GL will incorporate gender and climate change in newsroom training linked to the development and backstopping of gender policies in 100 newsrooms.</li> <li>• 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.</li> <li>• 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.</li> <li>• 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.</li> </ul>
<b>GENDER JUSTICE AND ECONOMIC EMPOWERMENT</b>	<ul style="list-style-type: none"> <li>• 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.</li> </ul>
<b>GENDER AND GOVERNANCE</b>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> </ul>

## 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 everyday 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.

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.

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 2015 -2020**

- 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



**Results for Change Strategy**

*Introduction*

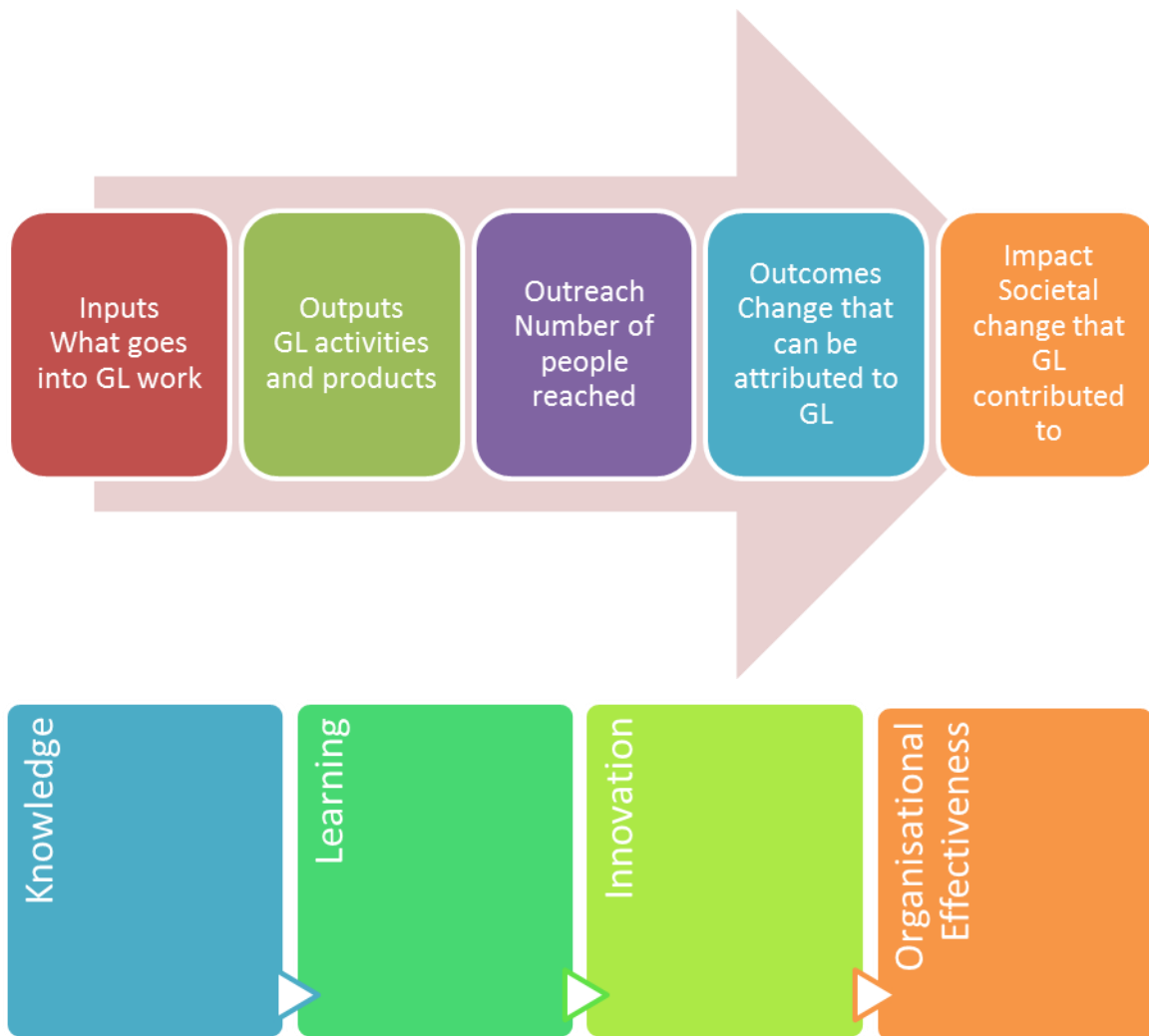
GL has placed Monitoring and Evaluation (M&E) at the centre of its activities. It has dedicated resources and time to ensure that the organisation is able to monitor the work done and evaluate its impact. This has evolved over time and the organisation now sees M&E as one part of a broader concept of "Results for Change" which also includes knowledge, learning, innovation, and organisational effectiveness (Diagram below). These interdependent aspects are seen as central to achieving results for change.



Given the nature of its work and the environment in which GL works, it is central to ensure that resources are used wisely and that maximum value is achieved. In order to do so GL is committed to building on evidence of "what works". By focussing on the above aspects, GL is able to gather evidence that assists in making and communicating decisions about where and how best to intervene. In addition, adopting effective approaches for Results for Change can reduce the risks of:

- Poor decision making and inefficient delivery, by ensuring that valuable lessons are learnt about what works and why / why not; and
- Inability to demonstrate accountability, by providing greater transparency to donors about how their money was spent.

GL has developed a comprehensive Results for Change Framework which remains relevant as the organisation moves forward. This framework illustrates more clearly the integration of the aspects highlighted above and the areas where data is collected.



This strategy builds on the existing framework while outlining the path that will take GL to the next level of Results for Change.

### ***The Ambition***

The overarching goal is to enhance the generation of good quality RfC evidence, through efficient, effective, and reflective tools and data collection systems, which will be integrated into organisational decision making and shared externally. This is to provide greater accountability and a strong evidence base for future decision making as well as to demonstrate impact of GL activities. This is illustrated in the diagram below.



The following factors will be critical to the success of the Strategy:

- Linking RfC systems and tools to organisational strategic plan and specific agreements reached with funding agencies through integration with planning processes
- Creating opportunities for reflection regarding RfC systems and tools and enhancing flexibility of these to adapt to changes in the environment, activities, and/or organisation
- Developing innovative and efficient ways of collecting, analysing, and distributing RfC evidence
- Enhancing a culture within the organisation that values and incentivises the collection of good RfC evidence

- Ensuring that the RfC systems and tools produce regular and appropriate products that can be used for organisational decision making (on input, output, outreach, outcome, and Impact) and sharing with others.

### ***The objectives***

To achieve the ambition this Strategy sets out the following five objectives (discussed in detail below):

- Establish RfC review processes linked to GL planning
- Increase quality of quantitative and qualitative RfC data
- Utilise different software to collect, analyse, and distribute RfC evidence efficiently
- Enhance a RfC culture within the organisation
- Create a RfC output plan that is linked to decision-making processes
- Establish targets for sharing learnings and RfC practices and explore cost-recovery through use of effective RfC tools

***Establish a RfC review process linked to GL planning***  
*Ambition – By 2020, GL will put a process in place that ensures that RfC tools and systems are aligned with its strategic and project-specific plans occurs and that the system is reflective and flexible to changes as they occur.*

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.

Once the strategic and annual work plans development processes are complete, the following will be done:

<b>Actions for establishing a RfC review process linked to GL planning</b>	
Review of RfC in relation to strategic plan	<p>Given that the strategic plan is reviewed every 5 years, an RfC overview review meeting will be held once the strategy is finalised and adopted.</p> <ul style="list-style-type: none"> <li>• Within one month of the plan being adopted, this review will occur.</li> <li>• The review will seek to ensure that the RfC tools and systems are capturing evidence that will enable GL to measure its progress in meeting its strategic objectives.</li> <li>• The MEL manager will be responsible for completing an initial review of what is and is not covered including suggestions on ways in which new or revised strategic objectives can be measured.</li> <li>• The RfC review team (made up of the CEO and senior managers) will provide additional input and approval of changed.</li> <li>• The MEL team will implement changes agreed.</li> </ul>
Review of RfC in relation to annual plan	<ul style="list-style-type: none"> <li>→ While annual plans are being finalised, emphasis will be placed on ensuring that the input, output, outreach, outcome, impact, learning, innovation, and knowledge targets set for the year are integrated into the RfC data collection tools and systems.</li> <li>→ The MEL manager will review the annual plans to ensure that the MoV identified will provide information on the corresponding item and make appropriate suggestions if changes are required.</li> <li>→ At the end of the process, there should be clarity regarding how each item in the annual plan will be monitored and/or evaluated.</li> </ul>
Review of RfC on an ongoing basis	<ul style="list-style-type: none"> <li>→ Quarterly RfC review sessions will be held with relevant programme and department managers to ensure that the RfC system is flexible and responsive to emerging needs and to provide overview feedback on RfC data.</li> <li>→ The MEL team will remain available to managers to discuss ad hoc RfC matters, concerns, or improvements as needed.</li> </ul>

It is central that GL RfC tools and systems are aligned with its strategic and project-specific plans.

***Increase quality of quantitative and qualitative RfC data***

*Ambition - By 2020, the organisation will have reliable and valid tools for collecting RfC data*

It is central to the organisation that the data collected to measure RfC is both valid and reliable. To this end the organisation will endeavour to review existing tools and recommend changes that will result in these being more reliable and valid.

<b>Actions for increasing quality of quantitative and qualitative RfC data</b>	
Review each form to increase validity and reliability	<ul style="list-style-type: none"> <li>• Run reliability tests for tools where enough data is collected (mostly those used to measure impact).</li> <li>• Establish a panel of experts to review existing tools and recommend appropriate changes to tools.</li> </ul>
Update tools according to recommendations made	<ul style="list-style-type: none"> <li>• Implement changes and distribute new forms as needed.</li> <li>• Time this in line with ongoing longitudinal data collection</li> </ul>
Review changed tools for increased reliability and validity	<ul style="list-style-type: none"> <li>• Run reliability tests for tools where enough data is collected (mostly those used to measure impact) and compare results with those from previous tools.</li> <li>• Obtain feedback from end-users regarding revised versions.</li> </ul>

***Utilise different software to collect, analyse, and distribute RfC evidence efficiently***  
*Ambition – By 2020, GL is collecting, analysing, and distributing RfC data efficiently*

An audit completed in 2014 highlighted that RfC data is collected in a variety of ways at GL. This included: excel sheets, word documents, back-end forms, online surveys, and others. A main goal for the next 5 years is to reduce the number of forms and find ways to streamline the data collection, analysis, and reporting. In order to achieve this the following will be done:

<b>Actions for utilising different software to collect, analyse, and distribute RfC evidence efficiently</b>	
Make use of free software (e.g. Epi Info) for RfC data collection at the output and outreach levels	<ul style="list-style-type: none"> <li>• Data collected through the use of Backend Forms and Excel sheets will be replaced by the use of Epi in ways that are more efficient and effective.</li> <li>• Reporting canvasses will be developed for the data collected through Epi, which will allow data to be extracted seamlessly and immediately.</li> </ul>
Explore the use of online database options (e.g. Survey Monkey) for collecting impact data	<ul style="list-style-type: none"> <li>• GL to explore the use of cheaper online options for data collection on a mass basis as opposed to relying on expensive customised online survey development. This needs to be in line with technology available to suit our needs.</li> </ul>
Ensure that input data (HR and Procurement) is effectively collected through accounting software packages	<ul style="list-style-type: none"> <li>• Ensure that the use of accounting software is maximised to collect and report on various HR and Procurement-related data needed.</li> <li>• Adapt these as needs change over time.</li> </ul>

***Enhance a RfC culture within the organisation***

*Ambition – By 2020, GL staff are committed to collecting, analysing, and distributing RfC data and integrate this with decision-making.*

At the heart of the Strategy is the need to enhance the organisational culture to fully embrace learning about what works and why / why not and use this knowledge to advance understanding and decision making. Priority is therefore also being given to capability building and raising awareness of the value and importance of monitoring and evaluation activity. Training and development is being focused to help give people the skills they need to design and deliver new monitoring and evaluation activities but also to draw insights from the existing evidence base more effectively. By reinforcing the connections between monitoring and evaluation, good programme and project management, and better regulation, GL will look to develop tools for guidance and support in a cost effective way. Technical support and advice will be provided from a central MEL team and this will be augmented by the development of a network of RfC champions located across the organisation.

An important foundation is to establish an enabling environment which incentivises the delivery of good quality RfC. In part, this is a question of creating the right culture, as discussed above. But it also means embedding the requirement for RfC into the framework for corporate governance and approvals so it becomes part, and remains part, of the key decision making processes. This will incentivise planning for RfC requirements at the early decision making stages and it will also provide greater oversight at a senior level of the planned activity on RfC.

<b>Actions for enhancing a RfC culture within the organisation</b>	
Update existing RfC manual to reflect new information and or tools	<ul style="list-style-type: none"> <li>On a yearly basis, the RfC manual will be reviewed and updated so as to reflect any changes made to the system or tools.</li> </ul>
Staff to receive training as and when changes are made to the system and/or tools	<ul style="list-style-type: none"> <li>Although staff are trained at the beginning of the year during planning, additional training may be needed throughout the year on any changes that affect RfC. These will be identified by the MEL team and implemented as needed.</li> </ul>
Identify RfC champions that will facilitate the implementation of changes to the system or tools and assist in enhancing the RfC culture at GL	<ul style="list-style-type: none"> <li>Champions will be identified and clear interactions between these and the MEL manager will be developed.</li> <li>The MEL manager needs to work through this team to enhance the RfC culture at GL.</li> <li>Feedback from champions will also be obtained in order to ensure that the RfC data is responsive to changing needs and relevant to management and planning needs.</li> </ul>
Ensure appropriate and useful outputs are available through RfC in order to enhance a culture of RfC	<ul style="list-style-type: none"> <li>The output plan discussed below is seen as central to enhancing an RfC culture in the organisation.</li> <li>As people see outputs that facilitate their planning and decision-making, they are more likely to use the system more effectively.</li> </ul>
Establish clear RfC requirements and goals in individual work plans and organisational log frames	<ul style="list-style-type: none"> <li>Ensure that the gathering, analysing, and distribution of RfC data is included in the organisational log frame and reflected in individual work plans every year.</li> <li>These requirements should be closely monitored with clear and effective consequences linked to non-performance.</li> </ul>

**Create a RfC output plan that is linked to decision-making processes**

*Ambition – By 2020, GL has regular outputs based on RfC data collected and these outputs influence decision-making processes*

A central goal of RfC is making use of the data collected to inform decision-making. Organisations often are able to collect RfC data, but do not plan effectively for the analysis and distribution side of the process. In order for GL to be able to use the data effectively for decision-making, outputs from the data collected must occur.

<b>Actions for creating a RfC output plan that is linked to decision-making processes</b>	
<b>Create a RfC output plan per year based on the data collected</b>	<ul style="list-style-type: none"> <li>• Set clear monthly, quarterly, and yearly output targets for RfC data.</li> <li>• The plan should indicate timelines and who is responsible for producing the outputs.</li> <li>• Details regarding what information is included in each output must be included.</li> </ul>
<b>Set feedback sessions for each output</b>	<ul style="list-style-type: none"> <li>• Determine who needs to be included in feedback sessions for each of the outputs and establish dates for these. For example, the monthly outputs for managers may only require the CEO to be present, but annual analysis of data collected on impact may require broader staff involvement.</li> </ul>
<b>Decide what outputs will be disseminated to a broader audience</b>	<ul style="list-style-type: none"> <li>• Some outputs may be useful to share with donors, partner organisations, or other audiences outside of the organisation. A dissemination plan for these outputs will be developed clearly indicating a timeline, how it will be distributed, who will be presenting the information, and who the target audience is.</li> </ul>

**Establish targets for sharing learnings and RfC practices and explore cost-recovery through use of effective RfC tools**

*Ambition – By 2020, GL is a leader in the field with regards to sharing learnings from their work, about effective RfC systems and tools, and is able to use those learnings to recover costs involved in developing the system through assisting other organisations to achieve the same.*

Given the investment GL has made into developing effective, economic, and efficient RfC tools and systems, it is key that the knowledge gathered through this process does not remain within the organisation. Other organisations may benefit from our experiences and the tools, software, and process we establish. As such, opportunities to share these must be sought. This will also allow GL to reflect on its journey with RfC. In addition, there may be ways in which GL can capitalise from its investment in RfC by using its expertise and tools to assist other organisations who are in a position to pay for it. This enhancing the organisations ability to become sustainable.

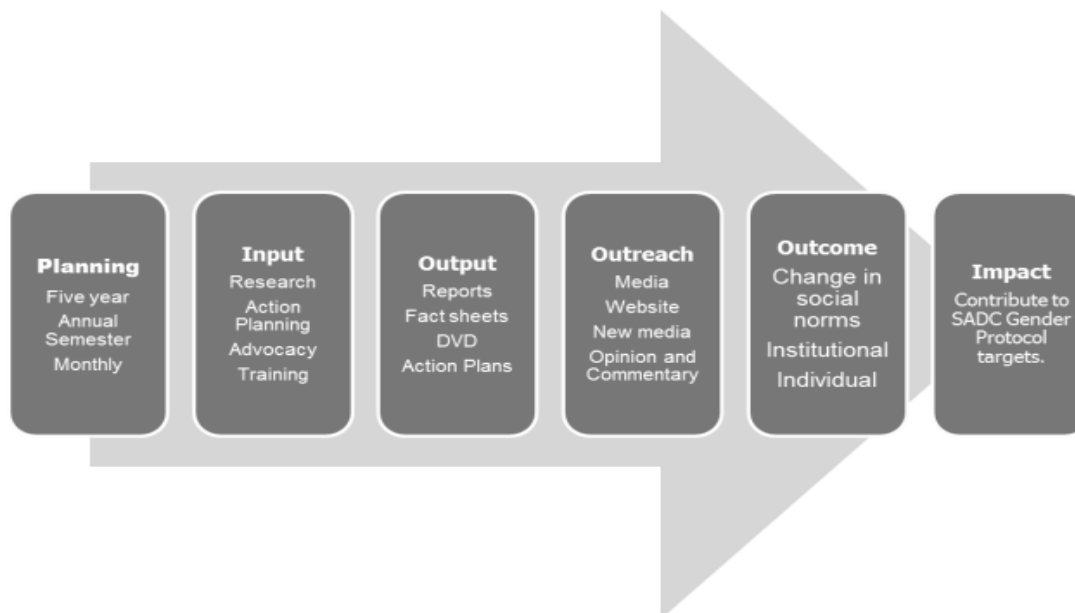
<b>Actions for establishing targets for sharing learnings and RfC practices and explore cost-recovery through use of effective RfC tools</b>	
<b>Identify learning networks or sharing platforms to participate in</b>	<ul style="list-style-type: none"> <li>• GL already belongs to some learning networks and will continue to look for ones where the focus is primarily on sharing learnings regarding RfC. These will be identified and participation in these planned and budgeted for.</li> <li>• Donors and partner organisations will also be asked to identify opportunities for sharing learnings regarding RfC.</li> <li>• These may also be linked to the output plan discussed above whereby outputs regarding learnings from RfC will be outlined.</li> </ul>
<b>Establish goals in terms cost recovery opportunities regarding RfC</b>	<ul style="list-style-type: none"> <li>• GL to decide on a plan for exploring cost recovery by charging other organisations for the use of tools we developed or even assisting them in developing their own tools.</li> <li>• This could mean using specific tools (e.g. Organisational Gender Scorecard) to enhance gender mainstreaming in other organisations and getting paid for this or assisting organisations to develop their own tools and systems using the software we have developed.</li> </ul>

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.

### **Results chain**

Over the years, GL has expanded its Monitoring and Evaluation framework into a far more holistic results chain cycle that comprises planning, monitoring and evaluation, knowledge and learning as well as innovation.



## 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: Disaggregation of results**

<b>Disaggregated results</b>		
<b>How</b>	<b>Reason for disaggregation</b>	<b>How data is used</b>
<b><i>Disaggregated by sex, age, education and country</i></b>		
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.

### **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 (Ring 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.

### Tools for measuring change

AREA OF WORK	TOOLS TO MEASURE CHANGE
<b>SADC GENDER PROTOCOL</b>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> <li>• 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.</li> <li>• The attitude quiz, also analysed annually, helps to gauge the extent to which attitudes towards gender equality are changing by sex, age, country etc.</li> </ul>
<b>GENDER AND MEDIA</b>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> </ul>
<b>GENDER JUSTICE AND ECONOMIC EMPOWERMENT</b>	<ul style="list-style-type: none"> <li>• 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.</li> </ul>
<b>GENDER AND GOVERNANCE</b>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• GL has devised a tool for measuring women's participation in such forums.</li> <li>• 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.</li> </ul>

### 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.

## **Knowledge and learning**

**Organisational learning:** 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>.

**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 is 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>.

Learning Processes at GL	Examples of knowledge products		
	Books	Reports Manuals	Articles/pamphlets/ papers, DVDS
<b>Organisational learning</b>			
Agenda setting			GL Policy Briefs
Reflection	<ul style="list-style-type: none"> <li>• Annual report; GL@ Ten;</li> <li>• Learning Journey (annual)</li> </ul>	<ul style="list-style-type: none"> <li>• GL Policies and Regulations; Results for</li> <li>• Change Manual; Communications Manual.</li> <li>• GL Leadership Manual.</li> </ul>	GL@Ten - DVD  "I" stories or first-hand accounts on our work, e.g. during the Sixteen Days of Activism
Learning session during monthly management meetings			
Biannual planning meetings			
Internships			
Short courses, e.g. Leadership, Climate Change			
Scholarships for staff offered through donors			
Study leave for staff doing relevant courses			
<b>Programme research</b>			
VAW baseline studies	3 country reports, SA - four province reports		Peace begins @Home – pamphlets; radio spots
Media Monitoring	Gender and Media Baseline and Progress Study		
Tracking progress	SADC Gender Protocol Barometer Regional and Country Barometers		
<b>Learning by listening – reflective reports</b>			
Gender and the Economy media training	<i>Business Unusual, Gender and the Economy</i> – compilation of stories from workshops		
Media and governance		COE Manuals	Findings of the COE verification visits
Justice	Healing through writing – follow up to the "I" Stories		
<b>Learning with partners – peer learning</b>			
Alliance	<i>Roadmap to Equality-</i> case	Implementation learning and sharing centre	
SALP		Draft Gender Theory of Change, comments on the BOND principles of Credible Evidence.	
<b>Creating global knowledge</b>			
Papers through GL Services		UNECA, Commonwealth Secretariat, UNESCO	
Opinion and Commentary Service		Up to ten articles a week in English, Portuguese and French	

## **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 ongoing 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 GAB 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 I PR

**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.*

**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 software 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.

### **Knowledge Management**

The knowledge management strategy aims to;

- Identify and document both tacit and explicit knowledge within GL
- Build incrementally on existing knowledge assets , processes and partnerships
- Identify specific instruments needed to improve learning and knowledge sharing within GL and in its sphere of influence
- Ensure effective knowledge management that help to inform decision making processes within GL and within its programming
- Ensure cost effectiveness of the organisation with effective knowledge harnessing, management and sharing knowledge.

### **Primary outcomes**

- Sharpen the knowledge management at Gender Links knowledge management system
- improved organizational practice for knowledge management, sharing and learning at regional and country levels
- expanded sharing, learning and dissemination of information and knowledge with the organization and within its networks

### **Current knowledge management situation**

Since its formation over a decade ago Gender Links has generated and continues to generate and disseminate huge volumes of information and knowledge, however part of the knowledge has remained tacit - existing among those who have interacted with the organization. To fully understand the knowledge dynamics in GL there is a need to undertake a comprehensive knowledge mapping/audit exercise to appreciate and appraise the knowledge resident within GL. The knowledge mapping exercise will be able to identify the knowledge gaps and indicate where the knowledge is within GL. Part of the exercise will be to check the knowledge on the GL website, GL publications, book in the library and other information resources in the various databases such as pictures, audio visual materials and other pieces of information.

**Outputs/ actions of GL Knowledge Management strategy:** The GL Knowledge management strategy focuses on five main pillars of; ensuring GL is knowledge focused and knowledge driven, ensuring efficient use of technology in knowledge management, learning and knowledge sharing, support for knowledge creation and transfer, support for learning and knowledge sharing and dissemination including knowledge sharing on the web and using social

media tools and lastly support for a well maintained Information resource centre with both physical and virtual resources

***Ensure GL is knowledge focused and knowledge driven:*** The strategy aims for a sharpened knowledge management focus within Gender Links (at both regional and country levels). It specifically calls for coordination of knowledge management, learning and sharing processes within the organization at both regional and country level. To achieve the strategy facilitates for a knowledge audit process that will assess the knowledge with the organization, knowledge flows and the current knowledge management processes.

***Ensure efficient use of technology in knowledge management, learning and knowledge sharing:*** The strategy focuses on a strengthened use of Information Technology in knowledge management at Gender Links. The aim is to ensure maximum usage of ICT in KM and that the organization keeps up with the new technologies in the area. Gender Links uses various technologies to manage knowledge and facilitate learning. The organisation using web based databases to store and manage its knowledge resources such as research materials, books, reference materials audio-visual materials, photos and posters. The knowledge management unit will from time to time analyse and assess the various technologies utilised for effective and efficient management of knowledge. The unit will also undertake to give training through information literacy various target audiences on how to access and use the technology for the knowledge resources.

***Support knowledge creation and transfer:*** The key knowledge nodes for Gender Links can be observed at programme and institutional levels. Knowledge is generated and used at programme and institution levels. See the Knowledge flow chart annexed to the document. Knowledge generated and utilised at programme level includes data, statistical data, and programme evaluations both quantitative and qualitative. The knowledge at programme level help drives and guide programming and it provides for learning reflection.

Institutional knowledge reflects more on the organization, its processes, procedure, philosophy, impact, performance and networks. The knowledge facilitates for the organization to learning through its impact and processes. GL as an institution impacts on people and institutions (changing lives, women making a difference, institutional profiles, 'I' stories, process things such as GL @ Ten

The knowledge management strategy will support the creation, collection, collation and use of both tacit and explicit knowledge through documentation and publication of various knowledge products in various formats monograph, posters, journals and multimedia

### **Qualitative monitoring and evaluation**

Knowledge Management Unit will undertake editing and posting on the Gender Links various qualitative monitoring and evaluation outputs; Protocol at work, Changing Lives; GBV "I" stories; Women in Politics (WIPE); Women in Media and Women in Justice and Institutional profiles.

#### ***Changing Lives***

Through its changing lives series GL gathers qualitative evidence about the impact of its work through first-hand accounts from the people who participation in GL's programmes and

activities. These narratives show how people have benefitted from GL's work drives GL to ensure that its work is always of the highest standard.

### **Protocol at work case studies**

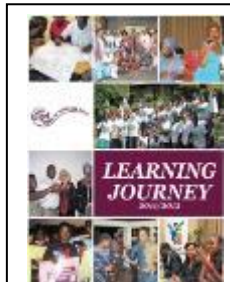
Case studies to showcase the SADC Gender Protocol at work in the region, these come from all the SADC countries covered all the themes of the protocol and goes to show the work being done by governments and the civil society in making a difference in the lives of women and men in the region.



### **"I" Stories**

The stories are powerful narratives of the pain of abuse, and very often the triumph of surviving and moving on

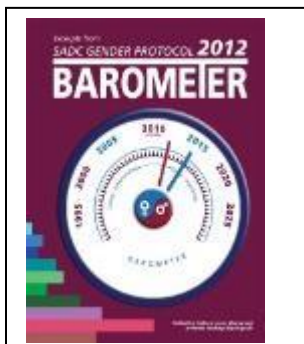
### **Knowledge and research publications**



Gender Links has and continues to research and produce publication on various issues affecting gender equality in the region and in the SADC countries. Among these publications are the SADC Gender Barometer, GBV indicator, etc. Knowledge management will continue to assist in the research and publication of the resources and in the dissemination and storage of the publications.

Gender Links has also produced the following knowledge products; SADC Handbook, SADC Barometer, Country Barometers, Gender Media Diversity, At the Coalface, War at home, Gender Media and sport, Gender Media and Sport, Gender media and elections, Gender and Media Diversity Journal, etc.

### **Learning and knowledge sharing and dissemination including social media**



Gender Links Knowledge Management strategy will ensure a strengthened knowledge creation and transfer processes. It will support specifically the documentation of explicit and tacit knowledge through the compilation and editing of protocol and work case studies, 'I' stories, women in politics stories among many other knowledge products.

Ensure knowledge sharing and dissemination on social media platforms and that social media sites are updated regularly and monitored for knowledge sharing and learning.

Dissemination of information at Gender Link is undertaken at various levels and points, at regional level, programme and national level. The strengths of this process rests on its endeavour to reach all the critical stakeholders, however, at country level it poses a serious concern. There are no clear distribution lists for country level stakeholders. This leaves a lot of materials at country level laying around in the country offices and creating space problems and creating untidiness.

Another challenge with dissemination of information particularly GL publications has been noted in that not many of the regional universities are on the GL mailing list for their materials. There is a need for many universities in the region to be included in the GL distributions list especially those that have MOU with GMDC.

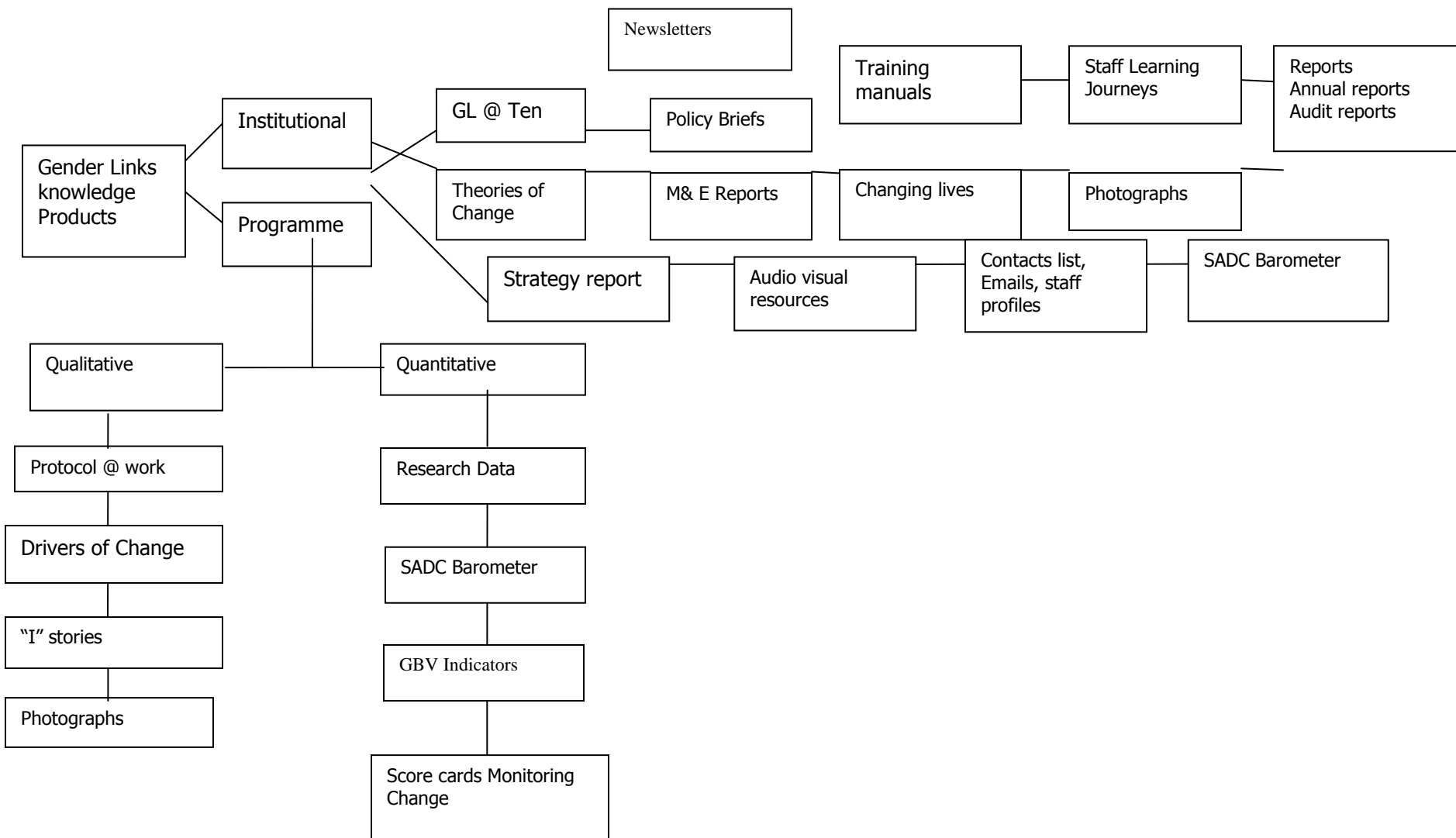
**Support for a unique well maintained reference Information Resource Centre**

Gender Links has a small resource centre that collects and archives valuable information materials of various formats books, journals, audio visual materials, picture and reports. However, there is a need to continue to grow and market the information centre and the resources it house.

The strategy supports a unique well maintained and marketed Information/resource centre with both physical and virtual resources. The strategy calls for a development of a marketing strategy for the resource centre to make sure that it is an information resource centre of choice for information on gender in the region.

The resource centre should be a primary centre that collects processes and disseminates physical and virtual information resources that are up-to-date and accurate on gender in the region.

### Gender Links Knowledge Products Flow Chart



## Knowledge Framework

Outcome indicator	Activity	When	Output	Responsible	Budget
<b>First pillar: Ensure GL is knowledge focused and knowledge driven</b>					
Sharpen knowledge management focus at Gender Links (at both regional and country levels)	Coordinate knowledge management, learning and sharing at regional and country level	Ongoing	Monthly monitoring	KM	
Knowledge audit Report	Assess organizational knowledge management, knowledge products, knowledge flow and challenges	1 mnth Aug	Knowledge Audit Report	KM	
Knowledge Management strategy	Clear guidelines on how knowledge will be treated, collected, stored and disseminated	Aug	Knowledge management Strategy	KM	
<b>Second Pillar: Ensure efficient use of technology in knowledge management, learning and knowledge sharing</b>					
Strengthened Information Technology use in knowledge management	<ul style="list-style-type: none"> <li>Determine the use of ICT in GL knowledge management</li> <li>Ensure that knowledge session of the website is updated</li> <li>Ensure that information on the website is accessible</li> <li>Keep up with new technologies</li> </ul>	Ongoing	Monthly reports	KM; (ICT Officer; ICT Manager) Website consultant [Caitlin Bentley could help us in this]	
Well management of GL knowledge databases <ul style="list-style-type: none"> <li>Photo library</li> <li>Research database</li> <li>Publications database</li> <li>Research database.</li> </ul>	<ul style="list-style-type: none"> <li>Ensure that knowledge databases are working and updated</li> <li>Monitor and report on uploads to photo, research and publications database</li> </ul>	Ongoing	Monthly acquisitions; uploads reports	KM/Knowledge officer/ICT	
Updated load inform databases	<ul style="list-style-type: none"> <li>Ensure that pictures are</li> </ul>	Ongoing	Monthly reports	Knowledge	

Outcome indicator	Activity	When	Output	Responsible	Budget
<ul style="list-style-type: none"> <li>• Photo library</li> <li>• Research database</li> <li>• Publications database</li> <li>• Catdv Database</li> </ul>	<ul style="list-style-type: none"> <li>• uploaded on the photo library</li> <li>• Ensure research materials are uploaded observing the legal issues of copy right and open access.</li> <li>• Ensure acquisition, processing and uploading of publication for the resource centre</li> <li>• Ensure uploading and management of Catdv database for GL multi-media products</li> </ul>			officer	
<b>Third Pillar: Support knowledge creation and transfer</b>					
Publication of GL knowledge products [SADC handbook, SADC Barometer, Country Barometers, Gender Media diversity, At the Coalface, War at home, Gender Media and sport, Gender Media and sport, Gender media and elections etc.)	Collecting and collating of both tacit and explicit knowledge through documentation and publication of various knowledge products in various formats (monograph, posters, journals)	Ongoing	Monthly reports	KM/	
Efficient distribution of GL publications	<ul style="list-style-type: none"> <li>• Ensure proper distribution of GL publications update GL publications distribution tracking mechanism (Adopt Pastel tracking of GL publication current and forthcoming)</li> <li>• Create distribution lists for</li> </ul>	Ongoing for every publication	Monthly reports and statistics	KM/ programme managers and country managers	

Outcome indicator	Activity	When	Output	Responsible	Budget
	universities, media, and networking partners <ul style="list-style-type: none"> <li>Give guidance and support to country offices' publications distribution</li> </ul>				
<b>Fourth Pillar: Support learning and knowledge sharing and dissemination including knowledge sharing on the web and using social media tools</b>					
Strengthened knowledge creation and transfer	Editing and uploading qualitative M&E Protocol at work, Changing Lives; GBV "I" stories; Women in Politics (WIP); Women in Media Women in Justice Institutional profiles Newsletters Schedule and tracking sheet annexed	Ongoing	Monthly report	KM	
GL knowledge shared on social media platforms	Ensure knowledge sharing and dissemination on social media platforms through Update social media (Facebook and Twitter) content Monitoring activity on the social media <ul style="list-style-type: none"> <li>Working with the consultant (Creative Spark)</li> </ul>	Ongoing	Monthly reports	KM/Knowledge officer	
Learning Knowledge networks	<ul style="list-style-type: none"> <li>Participation in various knowledge networks and platforms such as <i>DFID learning networks</i></li> </ul>	Ongoing	Monthly report	KM/[Caitlin Bentley could help us in this]	

Outcome indicator	Activity	When	Output	Responsible	Budget
	<p><i>I know politics</i></p> <ul style="list-style-type: none"> <li>• Ensure external knowledge networks disseminate knowledge products</li> <li>• Partnership agreements encouraging knowledge partnerships in place</li> <li>• (i.e. Ensure the MOU with IKnowPolitics is signed)</li> <li>• Encourage staff to pursue learning and knowledge sharing among themselves and partners</li> <li>• Assist staff in knowledge management skills</li> </ul>				
<b>Fifth Pillar: Support for a well maintained Information centre with both physical and virtual resources</b>					
Well maintained and marketed Information/resource centre with both physical and virtual resources	<ul style="list-style-type: none"> <li>• Update and maintain Resource centre – through effective and appropriate acquisition policy of key information resources</li> <li>• Market information resource centre</li> </ul>	Ongoing	Monthly report	KM	

### **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 2015 -2020**

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.

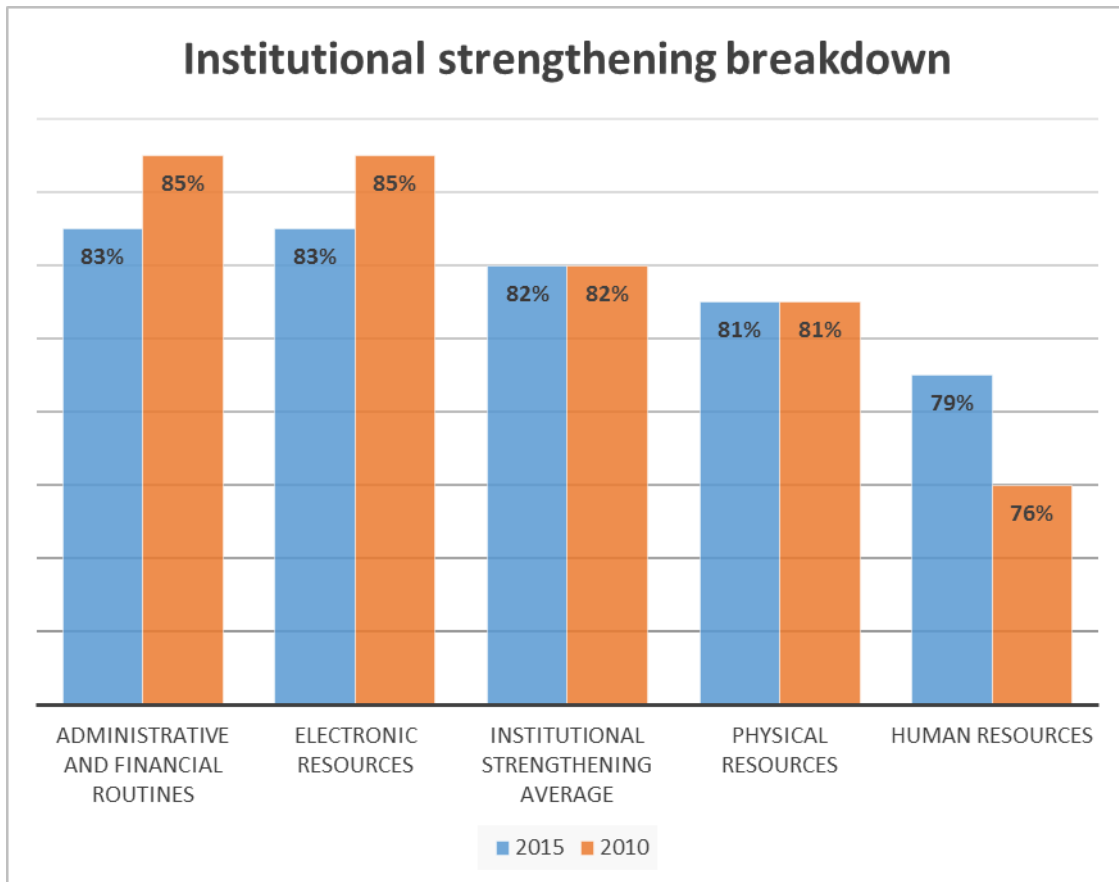
# INSTITUTIONAL EFFECTIVENESS



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**

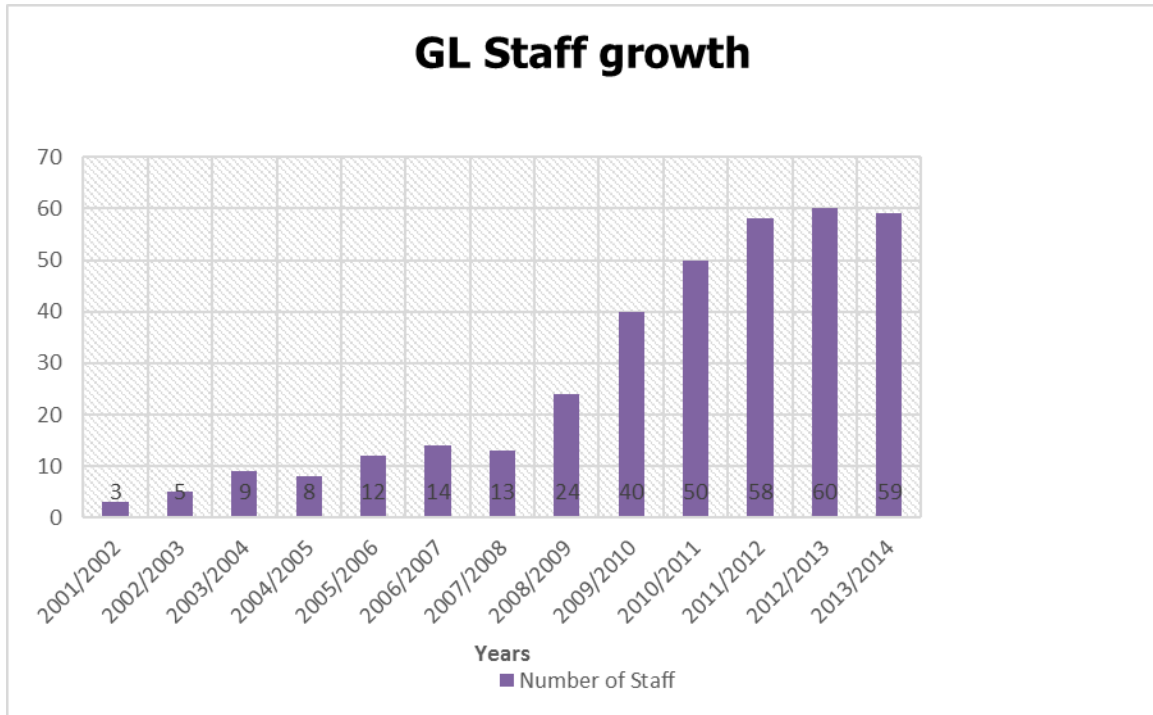
<b>Scale/ Scope</b>	A 75% increase in media and local government COE's resulting in taking forward MDG 3 and SADC Gender Protocol targets in 260 institutions; 151 of these local councils covering a population of 21, 414, 538 or about one fifth the women and men in the SADC region.
<b>Quality</b>	The 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.
<b>Efficiency</b>	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.
<b>Timeliness</b>	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 <i>change is possible</i> .
<b>Leveraging additional funding</b>	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 institutional strengthening (see details of criteria at **Annex A**). Overall, the score has not changed over the years remaining at 82% in 2010 and the same 82% in 2015. Administrative and financial routines rank highest, followed by electronic resources, physical resources, and then human resources. Human resources has improved, from 76% in 2010 to 79% in 2015. 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.



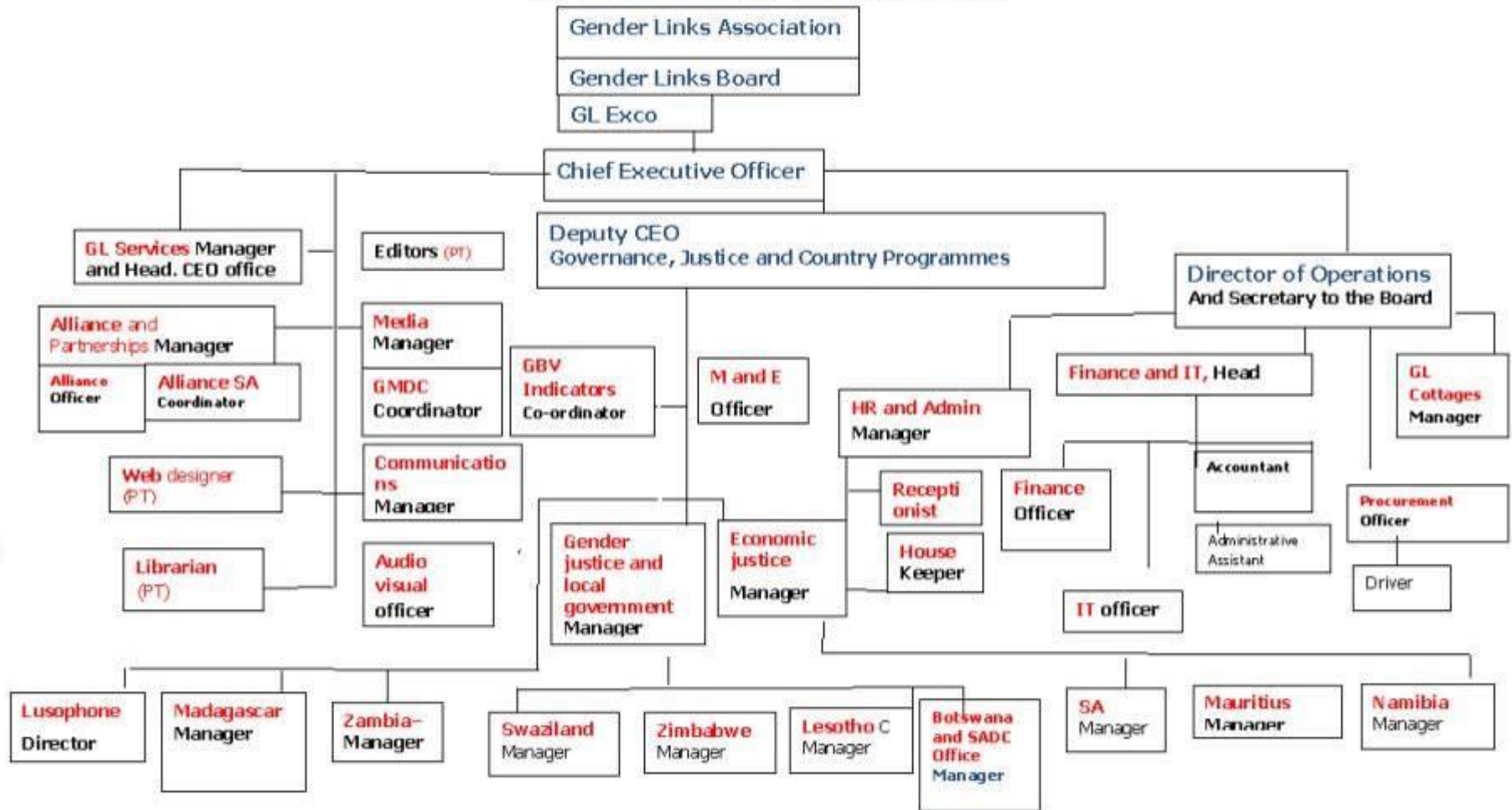
The graph shows that GL staff base grew from 2009 and has continued to grow rapidly over the three years.

### Staff Gender analysis

Gender disaggregated data of GL Staff				
	2010 / 2011		2014 / 2015	
Women	40	80%	44	75%
Men	10	20%	15	25%

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 and accountability at all levels.

**GENDER LINKS ORGANISATIONAL CHART 2014**



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 offsite; 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-Love life 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

## 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 ground-breaking 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 R 100,000 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 2015 -2020**

- Develop a Human Resource Strategy as part of a tailor made management course to include retention, career path, 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.

## IT and Communications

### BACKGROUND

As we consider the next five years, GL must keep abreast with rapid technological innovations to ensure IT can support our gender equality vision and mission for 2020. The success of any institution is incomplete without effective governance of Information Technology (IT) as



well as effective communications and dissemination of information. Furthermore, an organisation like Gender Links (GL) relies heavily on IT infrastructure and maintenance, and effective communications is dependent on a well-functioning, up to date and speedy IT system.

The website and IT-connectivity infrastructures are crucial to GL's organisational activities and should optimally host, support, compliment and advance GL's daily IT and communications needs. Thus the improvement GL's IT and communications is hinged on the upgrading of current website and connectivity setup.

This strategy paper focusses on two primary upgrades that are fundamental to GL as an organisation, but also for the strategy and advancement of day-to-day operations of the IT and Communications Departments.

### Website upgrade

The GL website is a public website providing information on GL programmes and activities. It also provides an interactive space for users to discuss and chat about issues. Three areas of the site are password protected, the forums, chat and the GL News Service. The GL website includes the website of the Southern African Gender Protocol Alliance that also has its own URL: [sadcgenderprotocol.org](http://sadcgenderprotocol.org). The GMDC, a partner project managed by GL, aims to connect, collect and foster collaboration between media training and development organisations committed to gender equality in the SADC region.

GL works with 400 media and local government institutions that have elected to become Centres of Excellence (COE's) for gender. GL has used google earth mapping to locate each on its website. Each organisation has, or will have its own page on the website. These can be viewed on: <http://www.genderlinks.org.za/page/centres-of-excellence>; as well as on <http://www.genderlinks.org.za/page/media-centres-of-excellence>. GL gathers case studies on the SADC Gender Protocol@Work; these can be sorted and searched in various ways – see

<http://www.genderlinks.org.za/page/protocol-work-case-studies-search>. GL has invested in developing a number of online surveys on cutting edge gender issues that can be found here: <http://www.genderlinks.org.za/article/gender-links-surveys-and-results-2013-11-29>.

The current GL and GMDC websites are six years old working off a content management system (CMS) called Preditor. Preditor, originally owned by Prefix, was sold to Grenade in 2012. Grenade supports the CMS but has not updated or developed the CMS since 2012. The CMS is based on PHP. The lack of software development alongside newer versions of PHP has become a serious constraint to growth and diversification of this key asset of GL, which relies heavily on IT for its outreach.

In May 2014 the GL website experienced seven days down time due to a hard ware problem with a US based server. Preditor moved the website to Hetzner in South Africa. This hosting arrangement will continue, but the CMS needs to be moved to a proven, new, dynamic, long term solution.

### **Upgrade Objectives**

- To devise a relevant and up to date website design for GL.
- To integrate the GL [www.genderlinks.org.za](http://www.genderlinks.org.za) website with its sister Gender and Media Diversity centre (GMDC) website – [www.gmdc.org.za](http://www.gmdc.org.za).
- To put in place a new CMS that has the potential to grow and may be updated regularly.
- To use a CMS that integrates multi-media content and social media.
- To integrate feedback loops into the redesign to encourage regular comments from users including instant messaging.
- To ensure that the CMS integrates with social media platforms such as Facebook, Twitter and You Tube. Data visualisation capability.
- To generate newsletters.
- To include database capability.
- To include a searchable photo gallery.
- Must include feedback mechanisms including instant messaging, blogs and forums.
- To ensure that website tracking is integrated into the new website design.

### **Key considerations**

- There should be a clear benefit to having the two websites work off one platform.
- The websites should not be static. They should be engaging and interactive.
- The websites should be driven by one database that has a common set of parameters and that can be easily searched across functions and across the three websites.
- The content management system must be geared towards ensuring maximum and automatic cross linkages between a vast arrays of information sources.
- The content management system must be able to handle large volumes and files, including sound and video, and to be geared towards multi-media functions.
- The ability to make E sales for example of publications and photos.
- Easy to use tools for gathering regular data for monitoring and evaluation.
- Easy to maintain. Programme staff should be able to maintain their sections of the website with minimal assistance.

- Training in use of the system should form part of the tender and should be available on an ongoing basis.
- Back up support should be readily and easily available once the system is functioning.
- The system should be compatible with all major software; easy to upgrade and sustainable for several years to come.

For quality and cost purposes, GL opted for Creative Sparks to redesign the GL website. Creative Sparks suggested a Word Press format due to adaptability and versatility as well as its great potential to meet and enhance GL's needs. However, due to the scope and for cost efficiency, GL and Creative Spark will need to work closely and strategically to ensure effective and accurate migration, on a needs basis to support GL's current activities and priorities. Thus all content migrated and platforms created will be more current and novel and less archival. The new website will also need to accommodate existing forms and surveys created in the last year, so these do not become redundant and to ensure longevity of these infrastructures. Creative spark estimates the migration and redesign will be complete by March 2015.

### **Connection infrastructure upgrade**

GL started with a very basic infrastructure to deliver simple day-to-day functionality to its small number of users. A Linux firewall server was centrally placed and designed to route, manage and house incoming and outgoing email traffic. A Windows file server, set up on the network provided users with a local location to store documents, share files and receive scanned documents. GL has grown over the years and thus called for the adoption and implementation of a new and much wider infrastructure that would cater for GLs IT needs across nine country offices and HQ.

Currently GL has an ADSL type of Internet. There are 7 ADSL lines (4MB each) with total monthly data bundle of 300GB. The configuration and usage of the current firewall is only utilising 5% of GL's current Internet infrastructure. However, if a line goes down it affects all the other lines. It is for this reason that GL is exploring the possibility of installing a Neo Broadband (optic) Fibre connectivity that will provide the organisation with better and high-speed connectivity.

#### **ADSL (current Connection in GL)**

ADSL (Asymmetric Digital Subscriber Line) makes use of the copper lines, which are already in place, and being used for landlines. Opposed to dial-up, ADSL uses a different frequency, which allows you to make phone calls and search the web at the same time.

#### **Fibre Optic (upgrade)**

This connection makes use of light impulses to carry its data, instead of electrical impulses, as the copper lines do. The light impulses bounce along the inside of thin glass fibre tubes. As fibre optic broadband is Internet at the speed of light, it is therefore, much faster allowing for upload and download speeds to be greatly increased. This is the kind of connectivity, which GL should opt for considering the increase in the number of users on the network and the ever-growing systems infrastructure. GL is assured of the following benefits once this connection is set up:

- **Speed:** With Fibre GL can have up to 10GB/s speeds
- **Time:** Significantly reduces GL's onsite maintenance, setup and operational costs.
- **Scalable:** Provision based on only what you need, and grow GL's bandwidth

as GL needs require it.

### Differences are between ADSL and Fibre connections

Criteria	ADSL	Fibre
Speeds	Asymmetric, the upload speeds are roughly 1/8th of the download speed.	This connection is symmetric, both the upload and download speeds are the same.
Medium	Copper	Fibre
Capped/Uncapped	Capped (varies)	Uncapped (Fair use policy – 150GB per Mbps)
Stability	Affected by the climate (moisture, static). Dependent on the distance from the exchange.	Highly stable, fibre is unaffected by weather conditions or distance from POP.
Flexibility	Speed highly dependent on distance to exchange. Currently bandwidths of up to 10Mbps available.	Flexible bandwidths of up to 15Mbps available.

### The advantages of an ADSL & Fibre connection.

ADSL	Fibre Optic
Internet connection access by existing copper lines.	Perfectly symmetrical connection.
Using telephone lines for both Internet & landlines.	Has a high resistance to electromagnetic interference.
Always active connection at a fixed monthly rate.	Extremely high bandwidth.

### The disadvantages of an ADSL & Fibre connection.

ADSL	Fibre Optic
Copper wires susceptible to corrosion.	High installation costs.
The further the distance from the telephone exchange, the weaker the signal strength.	Susceptible to physical damage
Unstable at times – slower upload & download speeds.	Often special testing equipment is required.

GL is working at establishing high-speed secure LAN and wireless networking in all country offices. This will provide better remote access services and improve off-site capabilities for anytime / anywhere working. GL hopes to ensure completion of improved connectivity by December 2014.

## INFORMATION TECHNOLOGY DEPARTMENT

### Mission

The mission of the GL Information Technology (IT) Office is to deliver high quality, focused and innovative IT solutions by offering programme-specific services and cost-efficient communications and IT.

### Vision:

The vision of the IT Office is to shape today's information to meet tomorrow's challenges.

**Purpose:**

The purpose of the IT office is to plan, design, develop and maintain the GL IT infrastructure, in alignment with GL's strategic objectives. Functions include, but are not limited to, IT planning, monitoring and evaluation; purchasing and installation of hardware and software; providing ongoing user support and training; implementing management standards, policies and procedures related to information technology processes; and providing for network and information security.

Information technology (IT) refers to the information, equipment, techniques and processes required to transform inputs into outputs at both departmental level and at the organisational level GL. The IT strategy has been informed by the Strategic and Action Plan 2010-15, together with GL departmental requirements and external factors that influence our technology as we carry out our programme work.

All IT objectives are guided by the aims and targets outlined in log frame.

**Importance of IT to GL work**

- IT is an important tool to optimise GL operations and conduct information exchange.
- IT has proven to be crucial in knowledge and sharing both internally and externally.
- It leads to the effectiveness of the organisation's processes and systems.
- It helps to lessen the impact of our wide geographic locations both amongst GL offices, donors and target groups—as GL programmes need to reach out as many beneficiaries as possible IT provides an easier platform for this to be achieved.
- GL uses different IT for storage, dissemination and communication, whether the website, list serves and social media platforms.

Gender Links in terms of the requirements considers IT as an important strategic pillar to the operations of this organisation. This therefore promoted the organisation to develop an IT strategy that will cover the following areas:

- IT governance and budgeting be integral the planning and all operations.
- IT alignment with performance and sustainability objectives.
- Monitoring and evaluating IT investment and expenditure.
- IT to be an integral part of risk management.
- Information assets to be managed effectively.
- Audit committee to review IT expenditure and report to the board.

Information technology is a broad area that covers issues ranging from hardware; software; network security; website and accounting systems, thus requiring a substantial investment in the IT support and consultancies. GL as an NGO operates with limited resources and in line with value for money. Thus a needs assessment was done so as to come out with the best options for the management of IT, to maximise the value from all money spent.

GL therefore employed a full time IT Officer to provide day-to-day support to staff, who is helped by a pool of specialist IT consultants for high level IT needs. This also ensures GL taps into the high level skills from the IT consultants and also provides a learning opportunity for GL to adopt new technologies, when necessary.

The following currently exist in the IT department of GL:

### **Hardware**

- Servers – File Server, Financial Systems Server and Disaster recovery server.
- Laptops – We have a BYOD (Bring your own device) policy in which GL contributes a percentage into the procurement of laptops for staff members for use. This encourages good care of the laptops due to shared ownership of the asset. Pool laptops are provided for each department and satellite office.
- Desktops- Every staff member is entitled to a desktop which is waived should the staff member wish to take the option of laptop.
- Generator and Uninterrupted Power Supply (UPS) in cases of power cuts.
- ADSL lines for the access to the internet in the offices.
- Firewall for intrusion detection and controlling traffic and access in the network.

### **Email**

- Microsoft 365
- Mail Archiver.

### **Document and Back Up**

- Document Warehouse for the storage and archiving of physical documents. Gender links aims to provide secure storage for data assets critical to the workflow of official GL business.
- Back-up Exec Software: Gender Links uses the Backup exec software to prevent loss of data in the case of accidental deletion / corruption of data, system failure, or disaster. The software permits timely restoration of archived data in the event of a disaster or system failure.
- Disaster recovery: Gender links is working towards implementing a comprehensive disaster recovery strategy, which will take effect in January 2015.

### **Software**

- Windows based software (Microsoft Office 2013), procured through the Sangotech Microsoft donations policy.
- Microsoft Project
- Pastel Evolution
- CAT DV
- TeamViewer.
- Adobe Suite
- SPSS- Software for data analysis (Justice Dept.)
- List serve

### **Outsourced software providers**

- Meltwater News
- Everlytic/Mailer

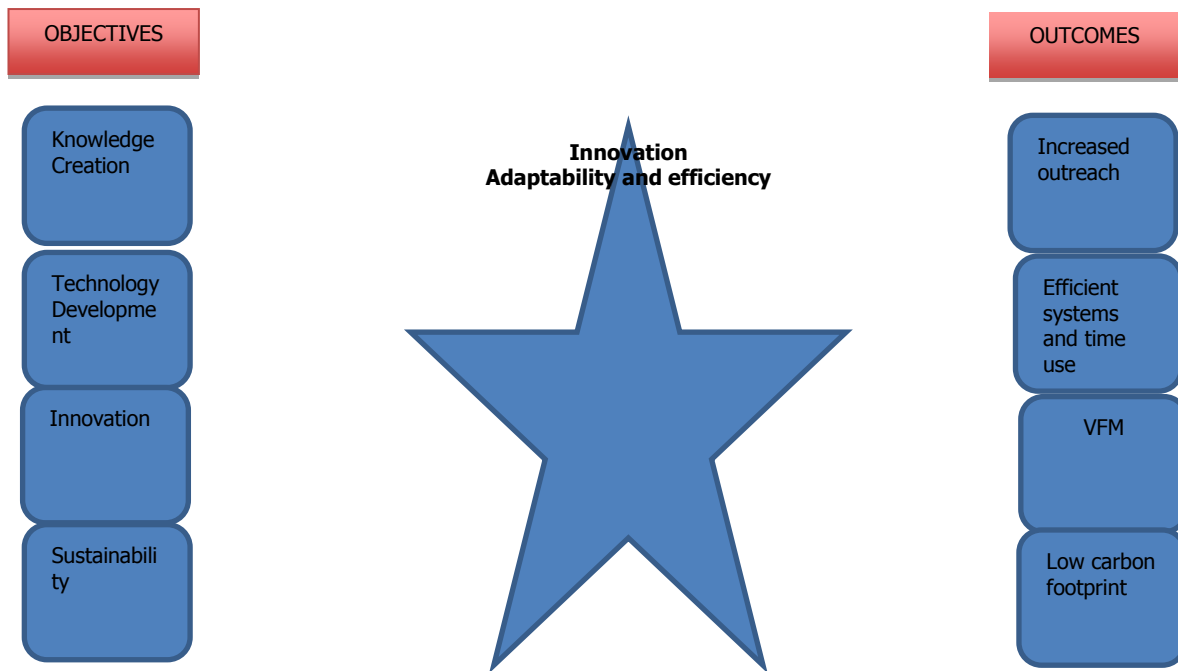
## **Policies and Procedures**

- IT policy.
- Communications and Information management policy.
- Documents and records management policy.
- Change Control Policy and user declaration focusing on user access and rights at employment and termination of employment policy.
- Active Directory Domain Services Policy
- Back up Procedure guide.

## **IT STRATEGY**

Gender Links is using an innovative approach to IT strategic planning. This allows the organisation to learn and adapt to the technological needs in order to sustain efficient use of IT to also benefit staff and beneficiaries, while ensuring alignment with the overall organisational strategy. The key areas that the IT strategy will seek to address include the following:

- Decentralisation of the IT from HQ to the satellite offices and implementation of office in the box guide. Offices must take responsibility for their own IT infrastructure in country, relying less on HQ's infrastructure. This demonstrates ownership and could help garner confidence from local funders to mobilise resources in country.
- The effective online presence and effective strategies for IT communications and dissemination of information, to ensure GL activities are unhindered and GL is easily reachable in Southern Africa and internationally.
- Eliminate impact of distance: As a small organisation with giant footprints, distance and geography should not be a limiting factor in reaching out the beneficiaries and conducting activities.
- Value for money.
- Sustainability through green savings and a small carbon footprint.



## AREAS OF STRATEGY

### 1. Day to day operations

For long term efficiency one has to look at how the day-to-day IT operations impact the organisational goals and objectives. Staff engage in the following day to day activities:

#### ***Accounting systems***

Provision of efficient and reliable accounting systems is key to the survival of the organisation. GL seeks to use integrated Enterprise Resource Planning systems (ERP). These allow for reporting on a number of levels and allow real-time access to information that aids financial decision-making process.

#### ***Information storage***

GL requires and produces a broad base of information to secure appropriate resources and carry out operations. The management of information is key staff duty which must be done effectively. To do so, the best and most appropriate IT tools and systems must be adopted and implemented. The IT strategy seeks to ensure that information efficiencies and synergies are achieved.

Access to and usage of GL IT resources is made available to staff at the sole discretion of GL, and only for purposes of conducting GL business and its related activities. As per GL IT policies, staff members are expected to use these resources in a cooperative manner so as to make maximum use of the resources available.

GL works in nine different SADC countries; this requires a dual back-up storage system both in country offices and HQ. The dual back-up systems comprise of

physical and virtual storage. GL utilises both physical and electronic filing systems. To reduce on printing costs and as a way of implementing the green policy, the organisation implemented the Cloud Computing system and with the unique features that come with Office 365, GL staff are now able to utilise the virtual storage platform. At the same time, GL utilises the physical back-up systems which have been still in place.

***Information efficiencies*** result in cost and time savings, and increase productivity. This will be achieved by:

- Establishing GL Help Desk – This has been put in place in line with GL IT policies to ensure that GL staff requests for service and support are streamlined and addressed in a timely manner, based on priority and available resources. Staff can now send in queries to [helpdesk@genderlinks.org.za](mailto:helpdesk@genderlinks.org.za) . This also ensures IT can track and monitor frequent problems and is able to assess whether certain IT issues are systemic or programmatic, and thus the correct action can be taken and documented.
- Maintaining of data analysis tools (i.e. surveys). GL seeks to implement a data management system that will support our research which is crucial for donor evidence and for tracking the achievements as well as commercial and public impact of GL research and work.
- Improving work flows. GL seeks to use IT to ensure processes can be completed virtually and in versatile and flexible ways. (i.e Pastel enables virtual payment approval offsite) Thus GL is moving towards a Process Enterprise Maturity Model (PEMM).

### ***Information Synergies***

GL aims to learn IT best practices from partner organisations and aims to provide capacity to all staff, so that IT can be managed more efficiently and only escalated to the IT dept. when absolutely necessary.

## **2. Technology to improve communication**

Communication is key to the existence of the organisation. Effective, functional and efficient communication allows for continuous exchange of information and for decisions to be made and implemented in a timely manner.

- Email - This is a primary information sharing system used in GL. With Office 365 in place, staff members can now access institutional emails from any where in the world provided they have Internet access. GL has gone a step further in setting up email exchange system on staff mobile phones. 365 also offers lync for quick messaging and online calls. Mass email dissemination is conducted in house on the Pmailer platform by Everlytic, an outsourced service provider.
- Internet- With the increasing availability of high speed connections and the expansion of mobile based services, media-rich, real-time data sharing, and voice-data communications has become easier and more reliable. By connecting to the Internet, GL can manage e-mail, exchange documents, store data, and even carry on live communications.

- Intranet- GL has built an integrated IT environment, where all relevant information is available in one place, allowing users to work effectively. Current systems in place include; Intranet SharePoint, Cloud Computing, the P-drive and the website which will soon be upgraded.

### **3. Technology to provide control systems**

This is technology that allows GL to monitor and evaluate the performance of the organisation:

- Telephone usage is monitored on a monthly basis. This is to ensure the staff members reduce costs and optimally access the benefits of cloud computing and Microsoft Lync.
- Monitoring budgets: The use of the ERP systems that allow for the real-time syncing of information between the countries and Head office. This allows for the easy availability of financial information, prompt financial processing and Value for money.

#### **IT Governance**

The IT governance structure defines GL's policy for the management and monitoring of IT systems. The objective is:

- To advise on IT investment decision making;
- To organise and monitor IT investments;
- To provide a standardised tool for the evaluation of GL's IT investments;
- To provide a consistent and comprehensive system for reporting results of IT investments and project management practices within GL, and
- To provide a roadmap/strategy that GL can use to improve IT investment management practices.

#### **The expected results of IT governance:**

- IT project and investments will deliver value for money;
- Sound stewardship of project funds is demonstrated;
- Accountability for project outcomes is transparent;
- Outcomes are achieved within time and cost constraints; and
- IT projects deliver intended results.

#### **Principles govern the IT operations**

IT services will apply industry best practice and principles to deliver quality user and beneficiary experience, and keep up with global trends in IT innovation. The goal is to offer centralised technology solutions with localised control where feasible. The following principles will inform the decision-making process about technology investment:

- **User experience driven:** Steer the direction of information technology solutions to deliver excellent support that meet and adapt to user demands as these evolve. We partner with peer institutions and technology suppliers to develop and share best practice.
- **Secure and resilient:** We design solutions and select technologies that incorporate information management, security and data protection needs.
- **Industry best practice solutions:** Strive to use technology that follows proven and published standards, whether open source or commercial. When

appropriate, technologies that reduce the complexity of information and systems integration whilst delivering value for money will be chosen. Other leading organisations in the advocacy industry have reduced costs and improved IT services by adopting industry standard business processes.

- **Integrated:** Divergent implementations of technologies that may require additional cost, training, or could confuse our users will be avoided as integration will drive the strategic focus of GL.
- **Automation:** Automate routine and manual tasks related to every aspect of IT. Automation that enhances efficiency improves user support and allows us to successfully scale up productivity across GL departments and country offices will be used.
- **Sustainability:** IT will seek to actively contribute to the GL's Green policy by designing, selecting, and maintaining our IT to minimise resources (energy, materials or space) consumed in their operation.
- **Targeted innovation:** Innovative approaches when needed to address GL's unique requirements will be employed. Targeted investments in areas of technology innovation that we expect will provide significant benefit to the organisation will be implemented.

### Other influences on GL technology choices

- **Fast easy access** - Our users expect IT to be available everywhere, to be truly mobile and easily accessible on a device of their choice.
- **Threats are increasing for information security** – impacting risk mitigation and legal compliance.
- **Data and digital content are becoming richer** – increasing storage and analysis demands on IT infrastructure.
- **IT services are becoming more commonly delivered as shared services** through internal and external partnerships as well as the Internet. This offers the potential for improvements in quality and a reduction in cost through economies of scale, along with an improvement in the ability to respond more rapidly to changes in IT service demands.

### Immediate matters needing attention

#### Security

It is GL's policy of to protect administrative data and promote secured access to all users. Currently, the level of access to information is not controlled, especially with consultants who manage our resources. GL needs to protect information systems and supporting infrastructure. There is need to provide the minimum standards by which differential access to GL servers and desktop data is granted and managed depending on the position function of certain employees. It is therefore necessary to define the various controls and their levels of authority.

#### Servers

- All servers must undergo regular periodic vulnerability scans.
- A process must be developed for each server to address vulnerabilities and deploy timely patch management based upon risk to GL IT operations.
- All servers must have anti-malware installed, with real-time scanning activated and signature updates performed at least weekly. All applicable servers must be accessible and manageable from a central management console for the anti-

malware package. This needs to be monitored in-house.

### **Consultant Management**

- There is a need to review current consultant contracts. Create regular log sheets for tracking their visits and work done. And this should be part of the monthly systems report.
- All IT related projects and management issues MUST go through the IT department for the purposes of technical advice and approval.

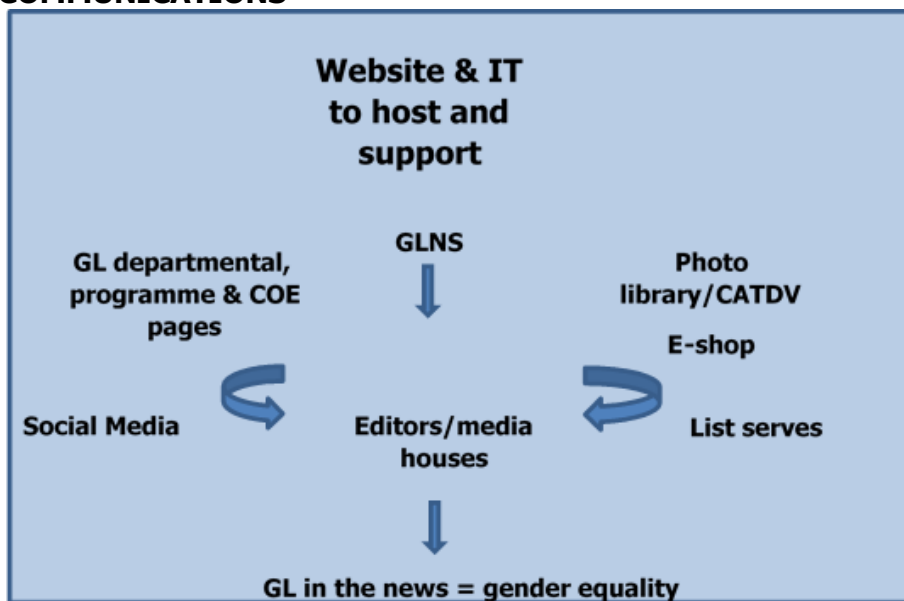
### **Equipment management**

- Training and set-up of computer systems including doing the back up in country offices.
- Pointing all staff members to IT manual on equipment maintenance and management. All equipment for HQ and country need to be labelled.

### **Change control management**

This must be adhered to as per IT Policy. Most importantly IT procurement and contracts must go through the IT department.

## **COMMUNICATIONS**



### **Objectives:**

The primary objectives for the Communications Department is to contribute to the advancement of gender equality in and through the media and to broaden Gender Links' external communications by:

- Upgrading the GL website as a platform to enhance efficiency, functionality access, viewership and user experience.
- Establishing pages for all GL's programmes and for all GL's media and to help improve navigation and access to latest news, multi-media products and research. GLNS to have embedded multimedia.
- Diversifying media by moving toward multimedia with the production of audio, visual and graphic products.

- Increasing presence and reproduction of GL products in mainstream media by improving distribution, marketing, media contacts and lists.
- Broadening online presence with better engagement with social media platforms like Facebook and Twitter.
- Income generation through online E-shop for photos and footage.

Using the media to advance gender equality is especially important when we plan for the next five years leading up to 2020, as this period will see the review of the SADC Gender and Development Protocol post-2015; Beijing plus 20 and the Sustainable Development Goals. The SDGs although more progressive and worth applauding, gender and the media targets and indicators are still missing, making GL's work in media and ICTs is crucial to advance gender responsive media practise and personnel.

### **GLNS web page**

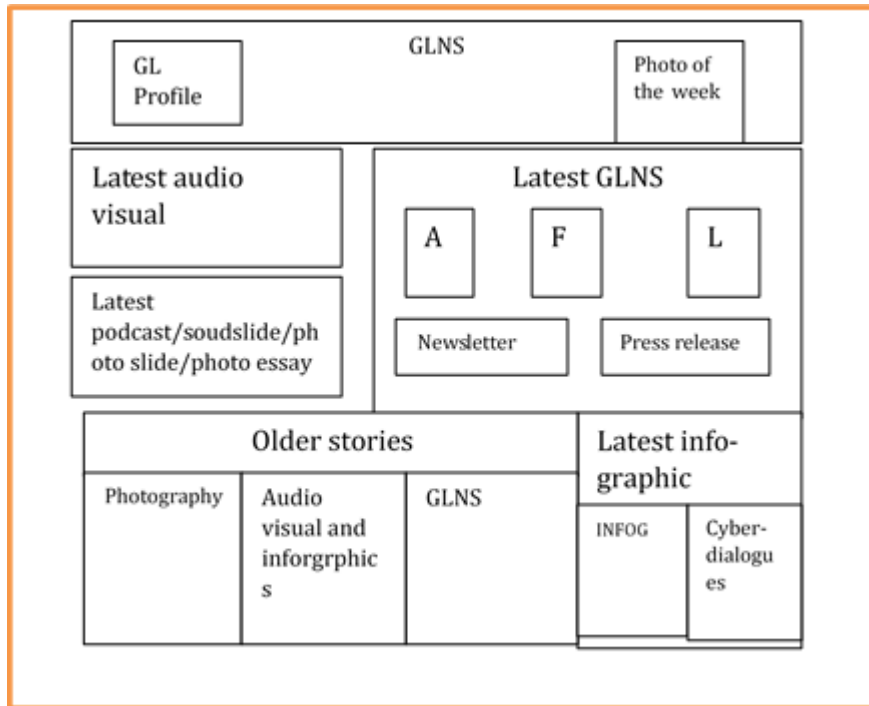
The new website must accommodate and hold the communications page/platform housing and comprising of all multimedia production i.e.: audio visual, opinion & commentary and photography. All multimedia will be disseminated via the GLNS page, list serves and social media platforms like Facebook and Twitter. Editor and media house contacts have been updated and expanded to ensure dissemination of content for republishing/re-broadcasting.

The GLNS page on the new website will enable a more simplistic yet exciting visual multimedia platform with improved navigation and interactivity, encouraging a variety of content: news, opinion, photography, video, podcasts/sound-slides, and infographics, unifying the Anglophone, Francophone and Lusophone content.

This multimedia production will further provoke and stimulate republishing and re-broadcasting and thus GL in the news. All production, dissemination, re-production and reception will be monitored and evaluated as per usual, however the aim is to fully automate the tracking and reports so M&E is less manual and time consuming. This is almost complete on the current website, but the new website will accommodate and meet this functionality requirement.

The idea is that the communications page as a whole houses all media products and pulling through social media feeds: (This will be guided by website designer's expertise)

- Latest photos
- Latest opinion, commentary & news- English , French & Portuguese
- Press releases and newsletters
- Latest vodcasts, photo sound slide, podcast and infographics
- All older multimedia products



**GLNS**

For the Anglophone, Francophone and Lusophone services, there is a need to garner both a greater male contribution as well as viewership and to also diversify the content and topics of opinion pieces within a broad gender theme. This not only includes more quality audio and visual content, but topical and timely content, that addresses different spheres or aspects of society. Thus including and also going beyond politics, government and policy but to the everyday and intersecting experiences of gender, oppression and empowerment. I.e. popular culture, environment, climate change, race, class and sexual orientation. In order to maintain and build on a linkage between the SADC countries through the Francophone and Lusophone services, the translation quota must be maintained to ensure those subscribers can access the commentaries from the rest of the SADC region.

The strategy to achieve a wider group of contributors is a continual and dedicated canvassing and marketing of the GLNS. This would demand networking with other likeminded NGOs, media houses and freelance journalists but also deliberate effort to link with academics, professionals, researchers, institutions of higher learning within the SADC region over and above the on-going encouragement of journalists within GL COEs. A deliberate effort must be made to commission specific stories from men and people working in certain spheres of society who hold firm opinions within their field of expertise. To ensure usage and republishing targets, GL has update and will continue to update lists of editors and media houses from across SADC and beyond.

**Universities and intern programme**

The relationship with universities and tertiary institutions is key since many academics, post-grad students studying politics, environment, science, gender etc and journalism students are always keen to get published and build a portfolio. This relationship also encourages a gender dimension in their work at an early stage of their career and in their personal opinions as youth and thinkers of this generation.

Again, the relationship with journalism students across the region to contribute their work in multimedia formats greatly diversify the content produced, help GLNS meet multimedia production targets and encourage a gender dimension in the work of aspiring journalist across SADC. Thus because there is greater need for productions and contributions GLNS aims to kick start an internship programme with GIME institutions as well as South African universities to provide on the job training to aspiring journalists and to ensure regular multimedia content is produced, edited and disseminated. GLSN will work individually with students and provide editorial and content production work to them based on their availability and the desires of both GL and the intern.

### **Newsletters**

The Roadmap to equality e-newsletter focuses on developments relating to all nine themes in the SADC Gender Protocol. It is a tool for both state and non-state actors to monitor progress on whether governments are on the way to meeting the 28 targets to be achieved by 2015. The e-newsletter also covers developments at continental and global level. It provides a platform for knowledge creation and sharing of good practices for gender and women's rights activists and governments. It is a mechanism to track the impact of their work in order to measure whether or not they are making a difference.

The Alliance team is supposed to receive inputs from the country offices and Alliance affiliates. The team usually does not receive these inputs. Up to now, the Alliance team has produced the e-newsletter as its core delivery area, but this strategy will be revised to ensure that the GL team from all departments, country offices as well as Alliance partners contribute. To ensure consistency in its production, GLNS will assist the Alliance in capturing comments from Alliance members and GL using vodcasts and podcasts for easy, quick punchy updates in an interactive multimedia newsletter. Furthermore recordings of google hangout panel discussions with Alliance members can also be podcasted and included in the e-newsletter.

### **Dissemination via list serves, media house lists & social media:**

- **List serves**  
There needs to be a constant update of subscribers to our list serves and a maintained effort to advertise and market GLNS.
- **GL in the News:**  
Distribution and republishing of GLNS multimedia products needs to better infiltrate mainstream media; this would demand broadening the editor and producers list as much as possible and establishing relationship with individual editors within the region and beyond. This also includes maintenance of the existing relationships with mainstream media houses. The greater and broader usage and viewership our content stimulates a larger presence of GL in the news. The more GL disseminates the more exposure and the greater the desire from external media houses and researches for comment and input. However it is important that staff and spokes people avail themselves as much as possible to accommodate and take up these opportunities as much as possible.
- **Social media dissemination and engagement:**  
A greater online presence is necessary to further disseminate products, network, advertise events and engage with audiences as well as to create online relations with

other stakeholders and organisations. All products and events must be posted on Facebook and Twitter.

More time needs to be spent maintain online relations by following, liking, sharing and retweeting other organisations and individuals. GL must also use these platforms to spark debates as well as take specific stands on everyday issues via twitter and FB.

Google hangout must replace Cyber Dialogues and must be advertised and used, on special and specific events as it has been used in the past i.e. Women's Day, 16 Days etc.

### **In house audio visual**

In house AV production often includes audio-visual changing lives, people making a difference profiles, I stories and GL events/workshops/summits, SADC Gender Protocol at Work. However GLNS is moving to produce animated info-graphics based on research and stats (short animated pieces that simplify statistics in fun and accessible ways).

Many community multimedia platforms and community TV stations are desperate for content and would be happy to broadcast our productions. We need to establish their specific broadcast requirements and conform to their standards to ensure a regular slot. There is a definite re-broadcast opportunity if we press on and build these relationships.

In house AV productions can either be outsourced or interns can be tasked with production. In addition, for a lot of the in house production and editing, interns from film schools and universities within SA are readily available.

### **Visual and photography**

With GL's extensive photo library photo slides profiling workshops, events, COEs and or countries, with informative captions including stats and research should be produced, uploaded and disseminated. This platform must be continually managed and migrated onto new website.

### **E-shop and income generation through AV (CATDV) and photo sales**

Considering the extensive archives of photographic and audio visual footage from all across the region, photography and footage must be uploaded, tagged and marketed through the online E-shop, so these valuable archives of stock footage can be converted into income to help advance the work of the communications department.

### **IT monitoring and evaluation**

The M&E process is an analysis of the usage of the website as a whole, the nature of the communications production, their dissemination, and the nature of viewership, the reception of the products, how these products are used, and their reproduction. The degree to which Gender Links features in mainstream media and in the news is also monitored and evaluated.

However the process of M&E for GL is still a cumbersome and time consuming process. Thus, the aim is to further automate the tracking by adding in all the relevant tracking source material on the back end of the website. The ideal system would be to have one unified system for loading and tracking every story of the

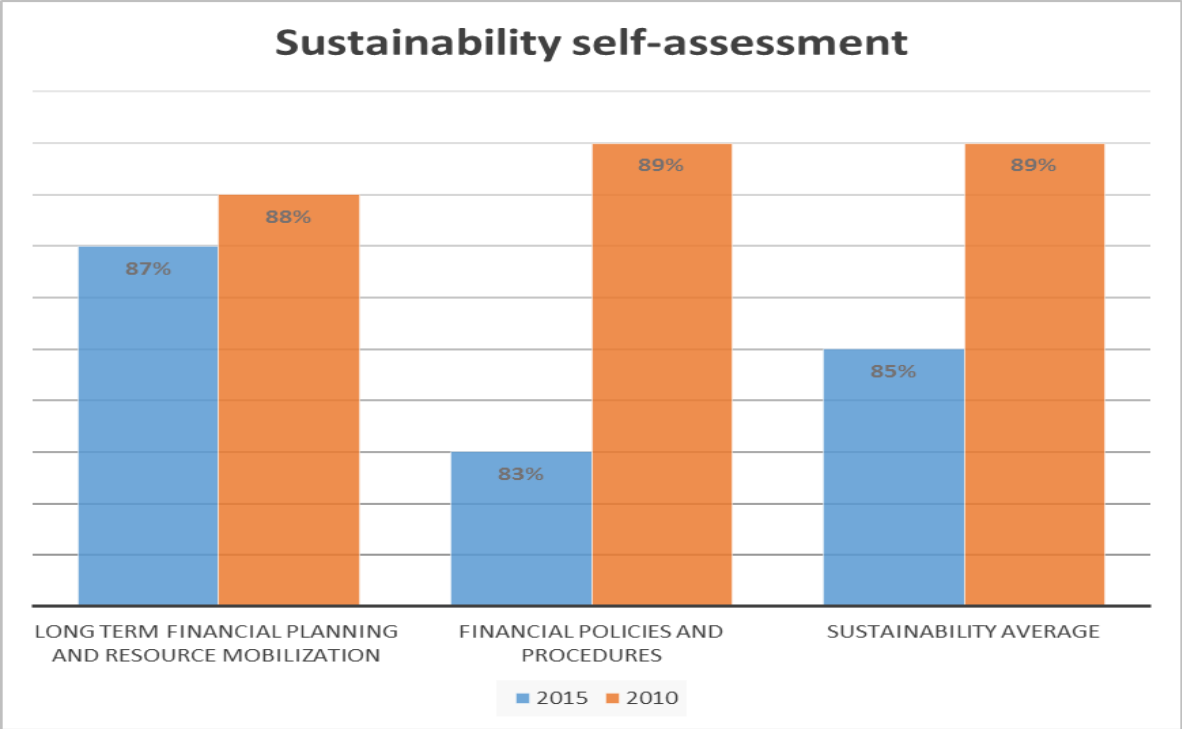
GLNS. In this way, all data and details relating to a particular piece can be automatically accessed and this will apply to the automation of cumulative report for the entire GLNS for a month-to-month or yearly basis.

- No of stories
- No of stories per topic/theme
- No of stories per country
- Proportion old/new writers
- Proportion male/female writers
- No stories produced/no of times used
- Comments
- FB likes/tweets
- Reads
- Reasons for viewing: reader's sex, country and reason for viewing

Similarly a social media report for Twitter and Facebook must be exported via those platforms to monitor and evaluate GL's social media presence in general i.e. the number of followers, likes, tweets, retweets and shares.

This automation is almost complete, but a similar structure will need to be incorporated into the new design of website. Furthermore, the Meltwater News is picking up much greater usage, but must be managed and used optimally to ensure VFM.

# SUSTAINABILITY



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 a higher score 89% in 2010 compared to the drop to 85% in 2015 in average sustainability. Policies and procurement scored 83% and long term planning 87%. 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.

#### 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

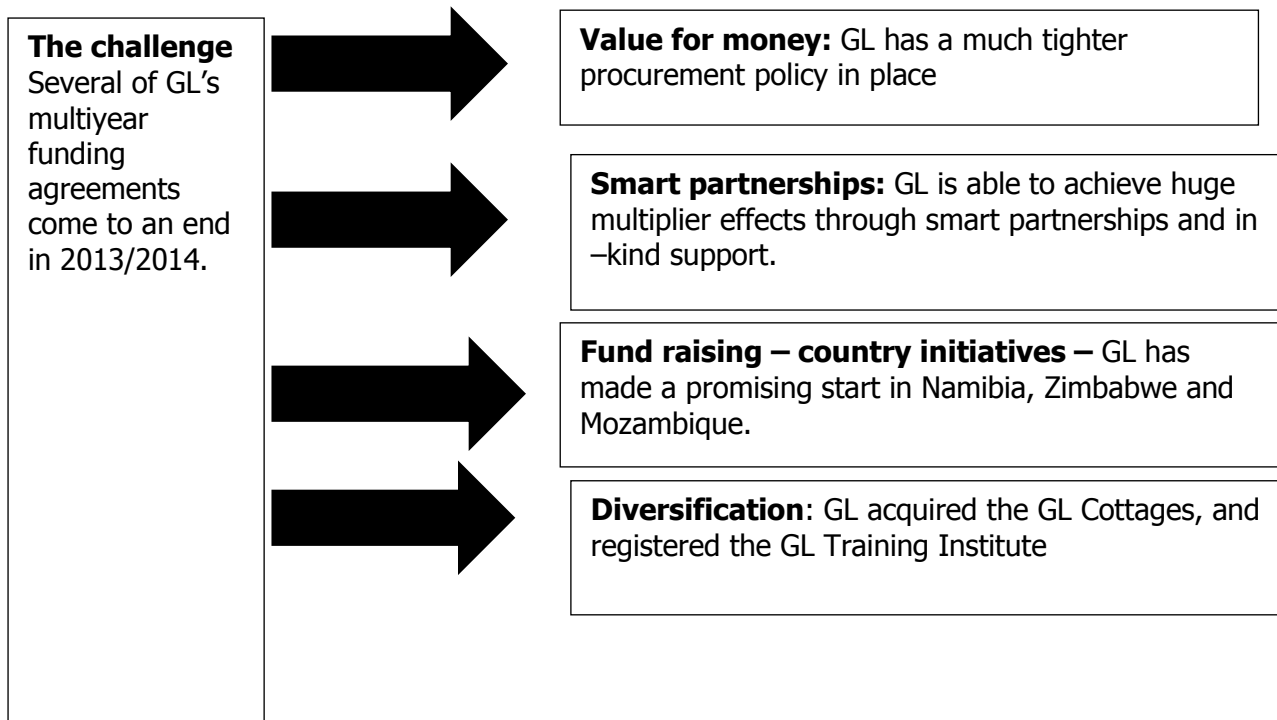
Source: GL August, 2012.

The table 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 log frame 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 underutilisation 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, e.g. 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 R 2.4 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 R 1.9 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 R 2 million in 2010/2011.

## Fund raising

### *In country fund-raising strategy*

#### Using unit cost analysis of COE's to inform country strategies

COUNTRY	COST PER COUNCIL-Rands	IN- COUNTRY FUNDING	COMMENT	STRATEGY
<b>Middle income</b>				
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	
<b>High growth, approaching middle income</b>				
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.
<b>Potentially middle income – politically unstable</b>				
Swaziland	17 000	Not yet – potential UNDP/UNFPA/US AID	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.	
<b>Least developed countries</b>				
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
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	highest unit cost, requires effort.
------------	--------	---------	---	-------------------------------------

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:

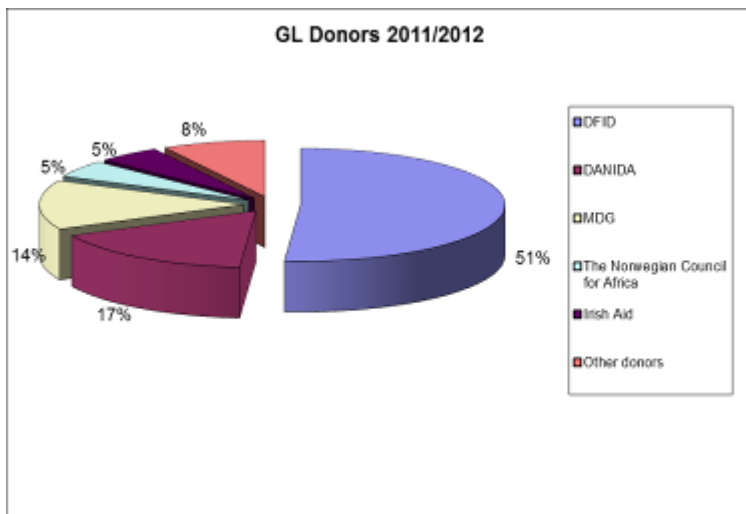
Cost per council ranges from R 6,000 in Mauritius to R 50,000 in Mozambique.

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 e.g. Zimbabwe (R 45,000 per council) have been able to cover their costs through local fund-raising.
- 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.

### ***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.



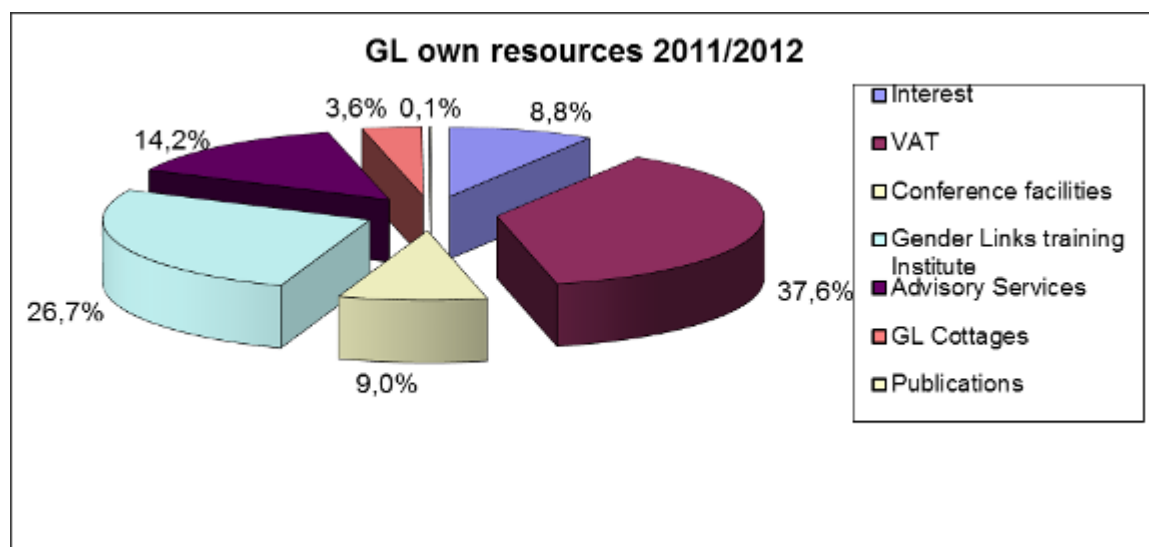
In 2010/2011, DFID was GL's biggest donor contributing 41% of the total income received. In 2011/2012, GL became a recipient of another DFID fund, the PPA and this increased the percentage of funds received from DFID to 51%. It is not ideal for an organisation to receive more than half of its funds from 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 only nine 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, G L established an R 2 million endowment fund. We are expecting the fund to grow to over R 3 million by the time it matures realising an overall growth of 50%.

In 2009 GL purchased a second house for its operations worth R 2 million. GL invested an additional R 500,000 in the construction of an additional office block on the new property bringing the total long term investment in that year to R 2, 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 R 3, 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:

<b>Advisory Service Category</b>	<b>Organisation</b>
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 especially 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.

## ANNEX A: SWOT FEEDBACK JANUARY 2015

Issue	Strengths	Weakness	Threats	Opportunities	Action
<b>EXTERNAL</b>					
<b><i>Vision, values and visibility</i></b>	Clear vision; well positioned to lead the post 2015 agenda in SADC GL is chairing the GAMAG	Does not clearly stipulate other values such as Diversity, sexual orientation. No new framework for SADC	Lack of understanding by external partners and parties Complacency Member states have not achieved targets	Market GL as lead organisation – broader scope for this New countries will give GL opportunities to strengthen protocol. Facilitate diversity training	Strengthen post 2015 advocacy- GL to include sexual minorities and include new emerging social issues eg. Climate change Use seminars as a platform to communicate the vision and values Revise our vision
	Good vision and GL is well viewed at in-country levels				
		Post 2015 – What instrument are women’s organisations going to use? There is no plan Post 2015	GL is late with a Post 2015 Strategy	Adoption of new Instruments e.g. Beijing +20, this can guide the SADC Agenda Post 2015 SADC Heads of States being held in Botswana – opportunity to lobby and get by in for the Post 2015	

<b>Issue</b>	<b>Strengths</b>	<b>Weakness</b>	<b>Threats</b>	<b>Opportunities</b>	<b>Action</b>
			Networks and partners are too reliant on GL CEO for leadership and direction around processes like Post 2015		There is urgent need to decentralise leadership of regional process
	Holistic theory of change	Lack of understanding Need to go beyond 16 days for programme synergy		Growing movement in promoting men's rights	Develop and continue current strategic focus Simplify our theory of change especially at grass root level
	Strong social justice agenda	Gender organisation that mainly works to women e.g. GBV	Cultural beliefs (gender roles)	Diversity Need to tap into the problematic areas strongly	Develop and continue current strategic focus
			Resistance to issues of LGBTIAQ at country level	LGBTIAQ presents funding opportunity	
	Well established brand that is now global	Not following through on the brand can be perceived negatively	Understand the real value and not stigmatize the brand Other	Update the mission to 2030 Make GL more visible in potential areas of work	Develop and continue current strategic focus Stakeholder mapping exercise

<b>Issue</b>	<b>Strengths</b>	<b>Weakness</b>	<b>Threats</b>	<b>Opportunities</b>	<b>Action</b>
	Great strides in its work with a successful track record	Need to be more grassroots oriented	organisations feel threatened by GL making it difficult to work together	Need to do a country by country mapping of profile	with various stakeholders to communicate our brand Develop branding strategy every 6 months
	Balancing act on statutory requirement for 10 counties.	Lack of visibility in non-GL countries (DRC, Malawi, Seychelles, Tanzania)			
<b><i>Leadership and succession planning</i></b>	Donor recognition and a good footprint	Centralised leadership and engagement with donors who many seem doubtful of the “post Colleen” leadership			
		Centralised management structure (CEO)			
		Post CLM era uncertainty (no clear leadership plan beyond her exit. Will new ED manage with no funds?			Just like growth on MEL – grow fund raising and perhaps recruit a fundraising person.

<b>Issue</b>	<b>Strengths</b>	<b>Weakness</b>	<b>Threats</b>	<b>Opportunities</b>	<b>Action</b>
		Succession issue, a challenge to sustainability – what time frames are in place?			
<b>POA</b>	Ambitious projects	Staff v mandate – taking on too much/spread too thin continues to be a weakness Projects should not be a one size fits all – we have to cater to each country	Taking on too much – over ambitious	Ability to expand our capacities – push new boundaries – e.g. Global Alliance on Gender and Media	Focus on strategic priorities set by board/executive Develop & expand our scope as GL and be strategic with funding
		Unstable democracies in the region	Discriminatory laws in most SADC countries against sexual minority groups; and the criminalisation of some areas of work undertaken by GL	New Governments in SADC countries having elections – new governments present new opportunities, new ideas	GL has to be strategic and sensitive to country context as this affects programme work
		The justice system – we find that often the justice system tends to fail women e.g. in SA the Sherine Dewani case was thrown out of court			

Issue	Strengths	Weakness	Threats	Opportunities	Action
		In SA dependence of individuals on the government grant system has led to reliance	Cultural barriers to gender work – people’s perception of gender work		GL needs to seek creative ways of engaging community members, and change mind-sets from negative to positive
	SA: Strong constitution and political freedom, people are able to engage actively in political matters		The presence a dual legal system in most African countries, i.e. the conflict between Constitutional and Customary Laws		
		The Entrepreneurship project does not encourage a holistic approach in dealing with GBV			There is need to promote the Entrepreneurship project with private sector organisation and raise resource to provide seed funding for projects

Issue	Strengths	Weakness	Threats	Opportunities	Action
	Multi-faceted GL services/growth	GL services	Growth expansion of services supported by capacity	Increase own income through GL Advisory Services , and grow the portfolio as relationships with stakeholders in country tend to be very strong	Focus on more country services and capacity
	Self-sufficiency model through consultancy and use of intellectual property – there a lack of data out there and GL can capitalise on that			Establish in country GL Services Training Academies; register with in country qualification boards e.g. Mauritius Qualifications Authority; invest in training staff to be accredited trainers	

<b>Issue</b>	<b>Strengths</b>	<b>Weakness</b>	<b>Threats</b>	<b>Opportunities</b>	<b>Action</b>
	Innovative organisation	Invention of many systems and processes with little time to adjust Innovation does not go with human capacity Innovation should be with knowledge of countries and systems should be flexible.		Self-sustainable GL services Need to be innovative strategically	Align systems to include memory process & policies Develop country specific services and capacity
<b>Funding</b>	Thin- funding - Programme sustainability	No multiyear grants In country funding a challenge because of the reality of the country.	Funding Threats – forces refocus of organisational strategy The major funding falls on the CEO Lack of understanding regarding registration vs in-country funding No flexible funding available Hostile donor environments e.g. Money to private sector	Diversify our programmes and strengthen partnerships.	Vigorous fundraising at all levels. Lobbying Innovative ideas! Reinforce 'I' stories and success stories Provide skills for proposal writing especially in country Share country strategy with donors and key stakeholders to get buy in Invite donors & potential donors to GL major events so that they appreciate GL work
	Good relationships with major donors e.g. DFID	Donor fatigue aided by the global financial crisis Lack of proposal writing skills		Develop a clear fundraising strategy that will inform fund raising initiatives	

<b>Issue</b>	<b>Strengths</b>	<b>Weakness</b>	<b>Threats</b>	<b>Opportunities</b>	<b>Action</b>
		GL has narrow areas of focus, e.g. some donors prefer to fund projects that have direct and tangible impact on communities and beneficiaries, not policy level kind of work		In country funding particularly by governments.	
		No secure funding beyond 2015	Overreliance on traditional sources of funding End of PPA funding		GL needs to spread risk and begin resource mobilisation with the private sector
		Funding instability within partner organisations	Donors determine areas of funding, and these do change from time to time	Private sector organisations are open to work with civil society organisations	
			Low growth rate of most economies in the SADC region	Identify and strengthen the ability to recognise what can be converted to income generating projects and implement this with all countries	

<b>Issue</b>	<b>Strengths</b>	<b>Weakness</b>	<b>Threats</b>	<b>Opportunities</b>	<b>Action</b>
<b>Partnerships</b>	Good standing with donors/government	Country specific regulations/laws not being met (creates suspicion)	Political and sensitive environments (NGO space vs civil requirements)	Use the ties that we have for moving processes	Dialogue and apolitical agenda – sensitize governments on the gaps on gender Strengthen relations by dedicating more time Register GL in-country if crucial
	Government will to work closely with CSOs			Ability to form Alliance and Partnerships – partnership allow for ownership and sustainability of the programmes	
	SA: Potential room for growth and for GL to strengthen partnerships with government at national, provincial and local levels				
	More and work in country is being done by key stakeholders to advance gender equality and justice	Partners struggle when it comes to documentation and replication of good practices - rely heavily on GL	Opportunity for peer learning between COE Councils and non-COE – mentorship programmes	GL to facilitate and put in place mentorship programmes between COE Councils and non-COE Councils	
	Strong partnership building	GL is not there to attend activities by partners due to workload	Weak partnerships - GL Staff is limited in country, this present a high	GAMAG-UNESCO-GL strong partnership that is going global	

<b>Issue</b>	<b>Strengths</b>	<b>Weakness</b>	<b>Threats</b>	<b>Opportunities</b>	<b>Action</b>
	The department of Gender Affairs is a close ally and always will to support GL work		risk of compromising partnerships due to non-attendance by GL staff to partner events and activities.	Partnership improvement by attending partner events, MOUs in place Ownership of implementation work by Alliance networks – additionality instead of just complimenting	Strategically plan work and select which organisation's meetings to attend. Share work plans with partners & at times invite them to present at some workshops. Empower partners on GL work. Explore a volunteer network
		Partners feel bullied by GL			There is need for GL to change this perception
			Changes in governments at all levels	Strengthen partnerships with SADC GU	Dialogue and apolitical agenda
<b><i>Technology</i></b>			Most councils for local government work do not have access to computers, and if some cases there is electricity problems and poor internet access	Use of technology to enhance branding of GL resources, e-books and so forth	
<b>INTERNAL</b>					

<b>Issue</b>	<b>Strengths</b>	<b>Weakness</b>	<b>Threats</b>	<b>Opportunities</b>	<b>Action</b>
<b><i>Governance</i></b>	Good corporate governance	EXCO governance structure changing	Sustainability model still unclear	New members with new ideas Delegate more with trust and authority Empower the management team	Strengthen relationships at Exco level
<b><i>Internal Operations</i></b>	Clear strategy for M&E SWOT analysis comments implemented	No added value in so many programmes, Ms project can be scrapped & Excel used. We need rethinking of the way Finance and Budgeting is done. Pastel is crucial and everyone should use it not only finance people		Operational systems – MS Project - Epi Info for ease of reporting	Continue staff education to use technological solutions daily Need for capacity building for new systems In future GL should avoid sticking to systems that are not working and in the process not adding value to GL work
		Headquarters decides and countries have to implement, one size does not fit all – final decision making from HQ – too centralised!			HQ give country offices leverage to take decisions.

<b>Issue</b>	<b>Strengths</b>	<b>Weakness</b>	<b>Threats</b>	<b>Opportunities</b>	<b>Action</b>
	Well-structured organisation	Structural changes are not well managed with accompanying information that state tasks and responsibilities Handover is unstructured and unclear Clarity is delayed and leads to confusion The notice duration is long	Management of organisational memory – archiving		Archiving/filing protocol? Reinforce chain of command Review HR Policy No naming and shaming in public should be allowed
<b><i>Institutional knowledge</i></b>	Diverse knowledge of organisation		Senior management leaving with institutional knowledge		Empowerment of all levels Managers to empower Less micro management Information management Hand over and orientation must be detailed
<b><i>Programme Work</i></b>	Good programmes with a clear mandate	Some programmes work in silo's	Partnerships are weak	Review and revise programmes in order to remain relevant	Ensure synergy Share information Exchange visits Ownership

Issue	Strengths	Weakness	Threats	Opportunities	Action
				Explore other projects like poverty alleviation, climate change, training and education	
	Demand for continued GL in-country			Strengthen programmes	
	VAW gaining attention on the global agenda			Change the way we work and look at country specific opportunities	Programmes areas to be aligned to the emerging trends (capacity and resources vs recognition)
	GL has a niche in the work it does; as per feedback given by key partners – “unique in its space”				
	In SA females have started holding positions as Ministers in portfolios previously male dominated e.g. the current Minister of Defence; as well as females Mayors and Speakers at local government level	In SA, the percentage of women dropped in the 2014 elections, in local government percentage of women also dropped in 2011 elections – what does GL do to continue with COE		GL has the ability to advocate for quotas by engaging in the 50/50 Campaigns	GL needs to revise and re-strategise post the elections. GL needs to engage with women politicians and bring them to the fore in sustainable ways. GL has to continue to work with Min of Gender and lobby

<b>Issue</b>	<b>Strengths</b>	<b>Weakness</b>	<b>Threats</b>	<b>Opportunities</b>	<b>Action</b>
	Willingness by political parties to participate in the 50/50 campaign	work in Councils – the lack of legislated quotas for women’s representation			for legislated quotas for women in government structures
<b><i>Human resources</i></b>					
Staff vs job fit; retention	Good HR Skilled/qualified people; Good technical skills	Skills not applied to correct job specification Transfer of institutional memory is limited Excessive multi-skilling Poor time management	Private and work life not balanced. Staff often feel overwhelmed Action plans only address training not workload deadlines	Need to improve on qualified country finance staff No forcing people into jobs. Employees must be consulted and must have the choice to say Yes/No.	Add variety whenever possible (e.g. country placements) Limit overtime through ongoing coaching We need to keep improving on the retention strategy Job specific placement Consultative development & movement

<b>Issue</b>	<b>Strengths</b>	<b>Weakness</b>	<b>Threats</b>	<b>Opportunities</b>	<b>Action</b>
Staff development	Empowering	Training GL Staff on GL courses (accreditation) Requests for training are not followed through for individuals (need for support)	Work overload and short deadlines Need to streamline duties for staff (staff cannot do everything from programmes to finance) Using PA alone as a yardstick for assessment and remuneration is unfair Competing priorities of timelines result in work overload	Internships for growth; Skills development – learning opportunities Train internal staff to be moderators in order to explore the external training opportunities for GL to fundraise through training	Continue to develop and expand internships Seek NQF accreditation. Training for management in counselling staff; Keep it up! Educate staff. Follow through with development requests. Internal & external exchange visits.
Well being	Wellness now improved due to medical aid	Favouritism in the way we celebrate birthdays – we should have a consistent standard – one of the values is Equality	Disregard of 'normal' working hours for some of the group continues to be a threat	Wellness program implementation – identify topics for this year. Work smarter to achieve more	High focus on wellness committee. Don't let it 'drop' when things are hectic Fair & consistent wellness More consultation on health policies for staff protection Consideration for staff travelling

<b>Issue</b>	<b>Strengths</b>	<b>Weakness</b>	<b>Threats</b>	<b>Opportunities</b>	<b>Action</b>
Remuneration and benefits	Well remunerated staff (not always) Improved benefits but more can be done on allowances	Remuneration needs to be aligned with market rates	Uncertain employment longevity (contract renewal)	Longer term funding opportunities Need to look into provident fund for staff	Establish working group to develop packages (not wellness) Communicate results of salary surveys - live what we preach
Team work	Teamwork Less corridor talk (for some of the group)				Team building exercises must continue Listen Empathy Equal acknowledgement
<b><i>Information and communication</i></b>	Good technology usage	No monitoring of information put on share point and this information is then requested – walk the talk Some technological advancements hinder progress e.g. Pastel failures	Duplication of effort  Miss posting information	New IT initiatives + employee input of quality information	Continue staff education to use technological solutions  Pastel needs to be licensed in-country Avoid info overload Follow instructions
		Value for money vs cheapest option (no A/C in car for long trips!)		Need to invest in video conferencing	Communicate procurement procedures to staff continuously Training with tech innovation

---

<sup>i</sup> Summary of costs district, national and regional summits

<sup>ii</sup> Regional summit programme

<sup>iii</sup> Record of Summit parallel meetings

<sup>iv</sup> Gender Links 50/50 Policy brief

<sup>v</sup> LGBTIAQ Policy brief : <http://www.genderlinks.org.za/article/lgbtiaq-issues-2014-01-07>