

**RENEWED WOMEN'S VOICE AND LEADERSHIP – REPUBLIC OF SOUTH AFRICA
AFRICA REGION
PROJECT NUMBER: P013048**



**GENDER LINKS BI-ANNUAL REPORT – YEAR ONE
REPORTING PERIOD: 11 MARCH 2024– 30 SEPTEMBER 2024**



In partnership with
Canada

ABBREVIATIONS

CA	Contribution Agreement
CAD	Canadian Dollar
CGE	Commission for Gender Equality
GAC	Global Affairs Canada
GBV	Gender-Based Violence
GL	Gender Links
GMS	Grant Management System
GG	Good Grants
GSC	Grants Selection Committee
IPs	Implementing Partners
MEL	Monitoring, evaluation and learning
PIP	Project Implementation Plan
PSC	Project Steering Committee
RWVL	Renewed Women's Voice and Leadership
RWVL- SA	Renewed Women's Voice and Leadership South Africa
SA	South Africa
UN	United Nations
WRO	Women's Rights Organisation
WRO's	Women's Rights Organisations
WVL – SA	Women's Voice and Leadership South Africa
WVL	Women, Voice and Leadership

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Introduction

This bi-annual report covers the period 11 March 2024 to 30 September 2024. It details the start-up of the Renewed Women's Voice and Leadership South Africa Project. The logframe will be completed when grantees have been on-boarded in December 2024. During this period, GL conducted consultations with Women's Rights Organisations; put out the call for grants applications and set up a system in Good Grants for managing the grants; submitted the Grants Management Plan and constituted the Grants Selection Committee.

Attached at **Annex A** is an update of progress against work plan for Year One. Attached at **Annex B** are profiles of the Grants Selection Committee. This report should be read together with the financial report for this period, reflecting mostly human resource and capital expenditure, as sub-granting will begin in the second semester.

The Renewed Women's Voice and Leadership (RWVL) South Africa Fund follows the first phase from 2019 to 2023. In his closing address, High Commissioner Christopher Cooter reiterated Canada's commitment to "helping women leaders and feminist groups accompanying peace and protecting the rights of women, and that will include new global funding for the women's voice and leadership programme".

On 11 March 2024, Gender Links (GL) and Global Affairs Canada (GAC) signed the Contribution Agreement (CA) for the Renewed Women's Voice and Leadership South Africa (WVL-SA) Project. The **ultimate outcome** of this intervention is that South African women and girls in all their diversity exercise voice, choice and control over their lives and advocate for feminist policies that promote planet, peace and prosperity. The role of GL is to administer the grant of CAD 6 Million over a period of four years ending March 2028.

Progress update

The RWVL project went into high gear immediately after GL and GAC signed the Contribution Agreement (CA). RWVL-SA project staff worked on the Sub-Granting Management Plan (SGMP) which once approved allowed for certain activities to take place pending approval of the Project Implementation Plan. GL welcomed being able to start the roll out of activities before the finalisation of the Project Implementation Plan (PIP) which covers the entire four-year project. GL submitted the PIP Lite on 30 September 2024. This will be finalised in the second semester.

Project Management

Staffing and Governance

During the inception phase, GL reconstituted the RWVL team. This comprises the Special Advisor; Feminist Funding and Networking Manager; RWVL Programme Manager; Finance and Compliance Manager and Compliance Officer, Monitoring and Evaluation as well as Communications officer. The Director of the GL Regional Hub; Chief Financial Officer as well as the HR and Administration Manager provide core support.

The Project Steering Committee (PSC), Grants Selection Committee (GSC) together with Global Affairs Canada¹ provide strategic oversight and guidance on the Project. This body will meet in the second semester to make final decisions of the grants and approve the Year Two work plan.

Grants selection Committee

At the beginning of September, GL put out an Expression of Interest for Gender experts to serve on the grants selection Committee. See **Annex B** for the profiles of the GSC. The criteria for Serving on the Grants Selection Committee stated that candidates' must

- ✓ Be based in South Africa and preferably be a South African national
- ✓ Be able to work virtually, as all assessments will be conducted online.
- ✓ Have a proven track record in gender issues, including research, policy, and advocacy.
- ✓ Be individuals of **integrity, principle, and good standing**, widely respected in their field and communities.
- ✓ Have previous experience in **grants selection or management**.
- ✓ Come from diverse backgrounds. WVl particularly encourages suitable candidates from disability, LGBTIQ and all diverse backgrounds to apply.
- ✓ Have **no conflict of interest** with potential applicants. If such conflict should arise, must immediately declare this using GL's Conflict of Interest Form.

Plans

Sub-Granting Management plan (SGMP)

GL submitted the SGMP in July 2024. The SGMP is a description of the management and accountability framework for RWVL SA with respect to persons or entities applying for or receiving distributed payments. It details the governance structure of the fund; the mandates of the PSC and GSC as well as the responsibilities of the GL RWVL SA team. It further details the grant making process including the eligibility criteria, eligible and non-eligible activities; the sub-granting process; the financial roles and responsibilities of both GL and the grantees.

Project Implementation Plan

GL submitted the PIP within six months since the signing of the contribution agreement. The PIP is the roadmap of the entire RWVL project. At the time of this report GL is awaiting feedback on the PIP from GAC.

¹ Global Affairs Canada will participate on the PSC as observers only and will respond to questions and issues related to compliance with the contribution agreement and applicable policies.

Systems and preparatory processes

Co-creation with Women's Rights Organisations (WRO)



GL invited South African Women's Rights Organisations (WRO's) to a virtual co-creation dialogue on 3 June 2024 to establish funding and other needs.

Participants in the WRO consultation for RWVL

	Women	Men	GNC	Total	%
Civil society organisations	100	21	7	128	92%
Gender Links	6	2		8	6%
Global Affairs Canada	3			3	2%
	109	23	7	139	100%
%	78%	17%	5%	100%	

As reflected in the table, 109 people participated in the online consultation; 100 from civil society organisations; six from GL and three from GAC. Women comprised 78%; men 17% and Gender Non-Conforming Persons 5% of the participants. The participants included a good mix of former and new potential partners. GL divided the WRO's into five groups: (1) Structure and governance; the (2) Programmes, Policy, Advocacy and Networking;(3) Finance; (4) Monitoring, Evaluation and Learning (MEL) and (5) Capacity building including Leadership, Organisational Growth and Development. Key recommendations that have helped to shape RWVL include:

- **Structuring of the fund:** WRO affirmed GL's proposal for two grant windows, the Multi-Year Core and Opportunity grants, with networking (previously a stand-alone category) mainstreamed into the MYC grants. Participants recommended that some Fast Response Funds be held in reserve to address unforeseen crises, such as the COVID-19 pandemic and floods, ensuring flexibility for activist organizations to act quickly. Funds can also promote collaboration by supporting joint initiatives and creating opportunities for community learning, as demonstrated by a grantee who benefited from such collaborative networks.
- **Geographical scope:** WRO advocated for all grants to be open to all provinces, unlike the past when only four provinces (Gauteng, KwaZulu Natal, Western Cape and Limpopo) could apply for MYC funds.
- **Themes for funding should remain open** to allow organisations to focus on their strengths rather than conforming to predetermined fund priorities. To promote intersectionality and inclusion, the fund should target specific groups and support intersecting themes, as well as create opportunities for projects focused on gender and disability rights.
- **Collaboration around policy work** can be enhanced by designing monitoring and evaluation tools to foster cooperation, providing opportunities for grantees to engage with

government departments, sharing resources, and leveraging online platforms to overcome logistical barriers.

- **Honing MEL tools:** Tools used in WVL 01 had mixed feedback: the helpdesk was easily accessible, the Good Grants reporting platform was user-friendly, and capturing events in Alchemer with videos and pictures was helpful, but the log frame was complex and difficult to use, requiring more training and quicker feedback for mistakes. While some found the tools overwhelming and confusing, others still use Good Grants to check funding opportunities. The online grants portal was generally straightforward, though initial challenges with word miscalculations were later resolved, and reporting every six months kept grantees focused but could be improved with more support.
- **Capacity-building approaches tailored to the specific needs of partners,** with face-to-face interaction effective for networking and virtual, one-on-one sessions suitable for finance training. Institutional growth and development can be fostered through leadership development, strategic planning, organizational restructuring, and capacity building, alongside process improvement, technology integration, and strong stakeholder engagement. The annual linking and learning summits were highly appreciated by grantees, though they suggested increasing the duration or holding the summits on weekends for better accessibility.

Financial Capacity Building Activity

Welch LLP, auditor of the RWVL project conducted two-day training for RWVL staff on 1- 2 August 2024 to:

- Strengthen the GL's understanding of the terms and conditions of the contribution agreement (Agreement), with emphasis on the financial articles;
- Support GL in strengthening its financial information systems and internal controls for better financial management of the project;
- Support GL in strengthening its capacity to produce financial reports that will meet GAC's requirements; and achieve GAC's administrative requirements in managing the Agreement.

The table summarises issues raised and responses:

Issue raised by Welch LLP	Recommendation	GL Response
<p>GL noted that they plan to use internal space (e.g. GL Cottages) for conducting project activities such as training sessions. GL has established standard rates for accommodation, meals, etc. that they plan to use to charge the project when a project activity is held internally. There is a risk of non-compliance with the agreement where the rates charged could include a profit margin.</p>	<p>The Organization should provide a detailed cost analysis to support the underlying real costs of the Organization for such expenses. The analysis should be provided to GAC and written approval should be obtained from GAC prior to using the internal space for project activities.</p>	<p>The GL Cottages are a part of GL's income generation arm to enhance sustainability, as part of its feminist funding model.</p> <p>During WVL 01, GL obtained written approval from GAC to use the GL Cottages (please see attached memo), on condition that on any such occasion, GL provide written evidence that it had sourced three quotations, consistent with its Procurement Policy, and that the GL Cottages proved to be cost competitive. The final decision rested with GAC.</p>

Issue raised by Welch LLP	Recommendation	GL Response
The Organization provided a sample sub-agreement signed with an ultimate beneficiary that was used in the previous GAC-funded project. During our review, we noted that the agreements do not include all of the required provisions set out in the General Terms and Conditions. The provisions missing included the requirements of Article 7 (Access to Information and Confidential Information), 19 (Intellectual Property), certain sub-articles of Article 22 (Anti-Terrorism and Economic Sanctions) as well as certain provisions set out in Article 10.2 (subsections (b), (c) and (d) of the General Terms and Conditions.	The sub-agreements should be amended to include the required provisions. This can be achieved by simply attaching an Appendix with the required provisions to the agreement.	Gender Links planned to revise the contract agreement altogether and will integrate all these provisions rather than put them in a separate annex to ensure that they do not become an afterthought. Furthermore, during onboarding GL will walk grantees through all contract provisions to ensure that these are well understood.

Grant Management system

GL's grant management system is Good Grants. This system allows for the entire grant making process to take place online by keeping track of the eligibility, concept note to full application, reviewing by the GSC, due diligence, disbursement, implementation and reporting all under one profile. Each grantee has access to their own profile whereas GL staff has access to all grantee profiles including those who did not complete their applications for funding.

Grant Process

There are two grant types:

- **24 Multi-year core grants** of approximately CAD 100,000 each for organisations with an annual income of over CAD 100,000 per annum.
- **26 Fast Responsive/Opportunity grants** averaging CAD 25,000 each, including one-time innovation funding and yearly incubation grants with performance-based top-ups, for organisations with an annual income of less than CAD 100, 000 per annum.

Both types of grantees will receive:

- **Capacity strengthening:** Training for about 50 leaders and 50 staff on leadership diversity, finance, governance, social change communication, and climate justice.
- **Movement strengthening:** All multi-year core grantees will be expected to network and build movements. GL will also facilitate at least ten collaborative initiatives; the sharing 150 stories of change at annual Linking and Learning summits. The RWVL will include joint advocacy and learning, knowledge creation and exchange, feminist strategising, trust and solidarity building, and collective care.

The eligibility criteria looked at WROs who are:

- Based on feminist principles and must explicitly include gender equality and the empowerment of women and girls in their mandate and programming.
- Demonstrate a track record of collaborating with other WROs to advance gender equality and the empowerment of women and girls.

- Have an Executive Director/Head and 80% of the people in all decision-making levels (management and governing board, if one exists) who are women. At least 60% of the staff must be women.
- Opportunity grants may include feminist, women-led groups that are not registered, do not have three years of experience and/or are less experienced in terms of financial management and technical capacity. For these smaller grants WROs may not necessarily be required to show due financial diligence or a donor track record up front.

Potential applicants were invited to apply for support in any of the following themes: Challenging social norms; Climate Change and Sustainable Development; Economic power; Education; Gender Based Violence including mental health; Governance; Lesbian, Bisexual, Transgender, Queer, Intersex (LBTQI+), Peace and Security; Sexual Reproductive Health and Rights and Women's Rights more broadly. Applicants also proposed any other theme areas related to gender justice with a good motivation.

The application process for the two grants varied slightly. The Multi Year Core applicants submitted a concept note before being invited to submit a full proposal whereby the Opportunity grants submitted their full proposal the entire process is detailed below:

- 1) Eligibility,
- 2) Concept Note (not included for opportunity strengthening grants),
- 3) Full Application,
- 4) Granting Disbursement and Reporting Process.

GL announced the call for proposals on 30 August as a way of wrapping up women's month in South Africa. The call closed on 30 September.



Nomthandazo Mankazana, WVL Grant Manager assisting potential grantees in North West, Mahikeng with the online application system. Photo: Susan Mogari

Provincial Roadshows

As part of opening up RWVL to the whole country, GL conducted roadshows in provinces that previously did not have WVL Grants. These are North West, Northern Cape and the Eastern Cape in September in preparation for the launch of RWVL. The roadshows targeted these provinces because they face significant funding challenges that hinder their ability to advocate for gender equality and women's empowerment.

A small GL team visited the provinces and set up "internet café style" workspaces for potential grantees to go onto Good Grants Management system and do their eligibility tests. This hands-on approach ensured that the potential applicants know exactly

where to go to fill in their applications for funding. The roadshow included informing the potential applicants with checking their eligibility, taking them through the entire application form online and having discussions on the challenges that the WROs face in these provinces.

The table below shows the total number of participants in each province:

Province	Female	Male	Total
North West	15	5	20
Northern Cape	37	3	40
Eastern Cape- East London	17	0	17
Eastern Cape- Port Elizabeth	12	0	12
Total	81	8	89

Northern Cape with 40 participants at the roadshows had the highest number of participants, followed by North West 20, Eastern Cape in East London had 17 participants and 12 in Port Elizabeth. WROs in these provinces sited the following challenges to funding:

- **Limited local government support:** Provincial governments often prioritize other issues over gender equality, leaving women’s organizations underfunded. Bureaucratic hurdles and processes further complicate access to resources.
- **Competition for funding:** Women’s organizations face stiff competition for a small pool of donor funds, which are often short-term and project-based, making long-term sustainability difficult.
- **Mismatch between donor priorities and local needs:** Donors tend to focus on specific issues like HIV/AIDS or economic empowerment, which may not fully address the unique challenges faced by women in these provinces, such as gender-based violence, human trafficking, sex work or rural isolation.
- **Logistical barriers:** The vast, rural geography of these provinces increases operational costs for women’s organizations, which may lack infrastructure to manage large-scale projects or reach remote communities. Harsh weather conditions in the Eastern Cape like floods and extremely high temperatures in the Northern Cape also affect the delivery of projects
- **Economic disparities:** High levels of poverty, unemployment and lack of education in these province exacerbate the challenges, limiting both resources for women’s organizations and economic opportunities for women.
- **Political and cultural barriers:** Resistance from local political or cultural structures hinders the work of women’s rights groups, and political instability disrupts funding flows.
- **Capacity gaps:** Smaller organizations often lack the technical expertise for successful grant writing and fundraising, further limiting their access to resources.



Susan Mogari, Grants Associate giving advice to potential grantees in Northern Cape on their application. Photo: Nomthandazo Mankazana

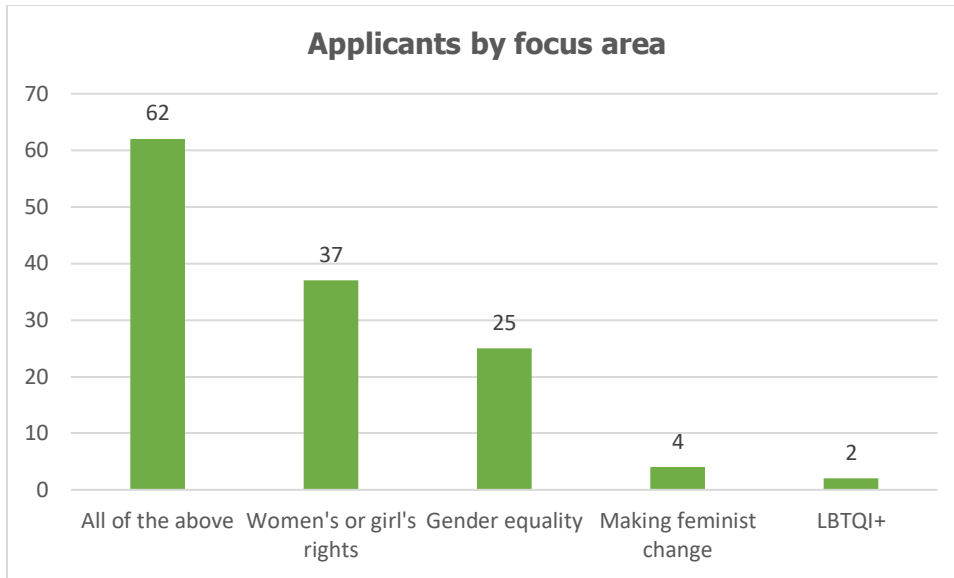
Grants applications

	Opportunity	MYC	Total
No of organizations who showed interest	132	128	390
No of organizations who submitted	71	59	130

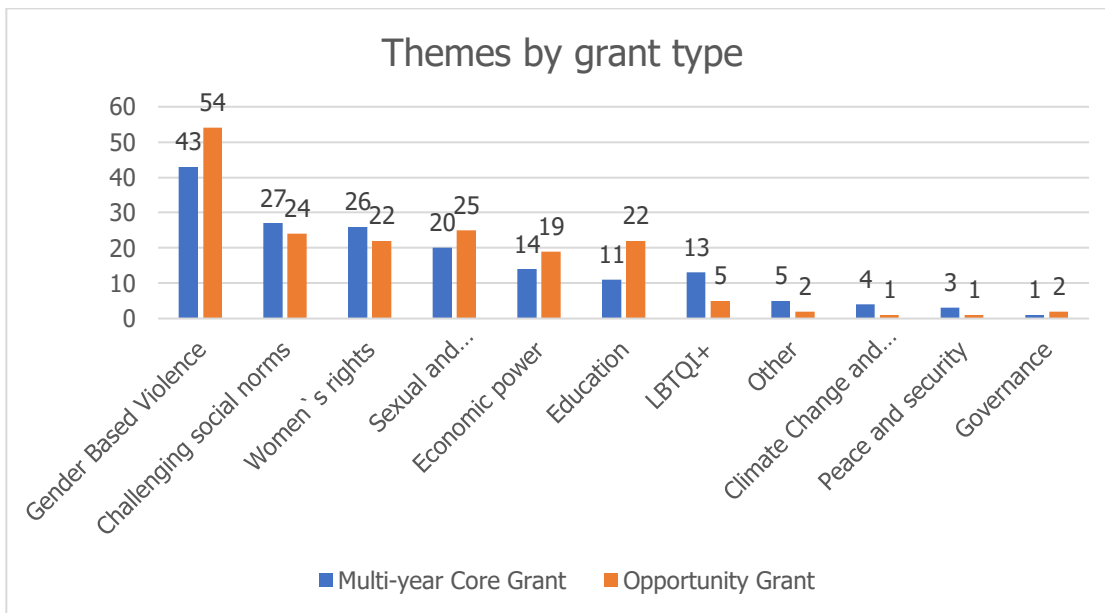
Three hundred and ninety applicants showed interest but only 130 submitted by the closing date.

Province	Multi-year Core Grant	Opportunity Grant	Total
Gauteng	22	18	40
Western Cape	13	6	19
KwaZulu-Natal	5	12	17
Limpopo	2	15	17
Free State	4	8	12
Eastern Cape	3	5	8
Northern Cape	5	3	8
North West	5	2	7
Mpumalanga		2	2
Grand Total	59	71	130

The table above sums up the number of applications received by province. Gauteng received the highest number of applications at 40, followed by Western Cape at 19, KwaZulu-Natal and Limpopo each have 17 organisations that applied for funding support. Twelve organisations applied from Free State. It is evident from the number of applications received from Eastern Cape (8), Northern Cape (8) and North West (7) that the roadshows made a difference. WVL Phase One had no grantees in these provinces.



Of the 130 applicants, 62 indicated that they work on women’s rights; gender equality; making feminist change as well as LGBTQI+ matters. Thirty-seven applicants chose women’s rights as their main focus area with 25 choosing gender equality, four Making Feminist change and two organisations focused on LGBTQI+.



The RWVL call mentioned but was not limited to ten themes. Gender Based Violence had the highest total number of applications across both grants (97). Fifty one applicants selected challenging social norms; 48 women’s rights; 45 sexual reproductive and health and rights, whilst 33 organisations chose economic power and education. Eighteen organisations chose LGBTQI+;

climate change (5), peace and security (4) as well as governance (3). Seven organisations chose the category other.

Registration type by grant

Grant type	Company not for profit	PBO with DSD	Trust	Other	Grand Total
MYC	25	24	3	7	59
Opportunity	24	36		11	71
Grand Total	49	60	3	18	130

The table above shows that most applicants had registration of some kind: 49 as a Company not for Profit; 60 WROs as Public Benefit Organisations with the Department of Social Development; three as Trusts. Only 18 (13%) did not specify their registration.

Visibility and communication



GL continues to use the website www.wvlsa.org.za for all RWVL-SA related content. This is the same website that GL used to profile and popularise the WVL-SA and now RWVL-SA. It is through this platform that prospective Grantees saw the call to apply for funding. @WVLSouthAfrica is accessible on X (former Twitter) <https://twitter.com/WVLSouthAfrica>. And on Facebook at

<https://www.facebook.com/GLSouthAfrica/>

Finance

The table below, extracted from the financial report, shows that in the first six months RWVL spent \$131 124; 27% of forecast for the period. Crucially, RWVL deferred the purchase of a vehicle (used for due diligence) to Semester two. Sub-granting will also only commence in the second semester. The main expenditures in the period under review were staff and smaller capital expenditures such as laptops. Expenditure will ramp up considerably in Semester two with the purchase of a vehicle, due diligence, onboarding, the first linking and learning event as well as grant disbursements.

Excerpt from RWVL Financial Report 11 March 2024 to 30 September 2024

		Forecasted Activity Costs for the period (A)	Forecasted Project Mgmt. Costs for the period (B)	Total Forecast for the period (A+B) = (C)	Actual Activity Costs for the period (D)	Actual Project Mgmt. Costs for the period (E)	Total Actual for the period (D+E) = (F)	Variance (see note 3)	
								\$ (G = C - F)	% (H = G ÷ C)
1.1	Remuneration - Organization's Employees								
	Canadian / International Employees								
	Employees on long-term assignment in the field								
1.2	Remuneration - Local Employees	\$58 149	\$92 246	\$150 395	\$31 287	\$49 634	\$80 921	\$69 474	46%
1.4	Fees - Subcontractors with an Arm's Length Relationship with the Organization								
	Grants Management System and Other Sub-Contracted Services	\$0	\$0	\$0		\$0	\$0	\$0	0%
	Local Subcontractors	\$93 998	\$0	\$93 998	\$20 790	\$0	\$20 790	\$73 208	78%
1,6	Reimbursable Expenses Eligible for the Fixed Overhead Compensation Rate								
1.6.1	Travel Costs	\$15 750	\$0	\$15 750	\$6 180	\$0	\$6 180	\$9 570	61%
1.6.4	Other Training Costs	\$0	\$0	\$0		\$0	\$0	\$0	0%
1.6.6	Goods, Assets and Supplies - Motor Vehicle	\$55 000	\$0	\$55 000	\$9 184	\$0	\$9 184	\$45 816	83%

		Forecasted Activity Costs for the period (A)	Forecasted Project Mgmt. Costs for the period (B)	Total Forecast for the period (A+B) = (C)	Actual Activity Costs for the period (D)	Actual Project Mgmt. Costs for the period (E)	Total Actual for the period (D+E) = (F)	Variance (see note 3)	
								\$ (G = C - F)	% (H = G ÷ C)
1.6.9	Other Direct Costs								
a	Multi-Year	\$212 347	\$0	\$212 347	\$0	\$0	\$0	\$212 347	100%
b	Fast, responsive funds	\$82 936	\$0	\$82 936	\$0	\$0	\$0	\$82 936	100%
c	Institutional Capacity Building - Support	\$50 283		\$50 283				\$50 283	100%
d	Network and alliance building	\$10 750	\$0	\$10 750	\$0	\$0	\$0	\$10 750	100%
c	Conferencing summit	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%
1.9	Overhead Compensation								
1.9.1	Fixed or Negotiated rate on 1.1 through 1.6	\$78 541		\$78 541		\$14 049	\$14 049	\$64 492	82%
Total		\$657 754	\$92 246	\$750 000	\$67 441	\$63 683	\$131 124	\$618 876	83%

Next steps:

The RWVL project will proceed with the following steps for sub-granting:

1. The first step will involve shortlisting potential grantees for funding consideration.
2. Following shortlisting, a thorough due diligence process will be conducted to assess the eligibility and capacity of the selected grantees.
3. After completing the due diligence, the project will address any comments or feedback received on the PIP (Project Implementation Plan).
4. The project will then on-board the Opportunity grantees in December 2024, preparing them for the implementation phase.
5. In the coming months, four grantee organizations will be elected to join the Project Steering Committee (PSC).
6. On-boarding for the Multi-Year Core grantees is scheduled to take place in March 2025.
7. A face-to-face meeting, linked to the Linking and Learning event in March 2025, will be organized to facilitate knowledge sharing and collaboration among the chosen Multi-Year Core grantees.

ANNEX A: PROGRESS AGAINST WORK PLAN

Renewed WVL Outcome Based Schedule of Activities Work Plan			Year 1				Progress Q1 and Q2
Output	Activities	Sub-activities	Q1	Q2	Q3	Q4	
Ultimate outcome 1000: South African women and girls in all their diversity exercise voice, choice and control over their lives and advocate for feminist policies that promote planet, peace and prosperity.							
Intermediate Outcome 1100: Enhanced sustainability of local and regional women's rights organizations and LBTQI+ groups to advance their feminist mandates.							
Immediate Outcome 1110: Increased funding for WROs enabling them to deliver on their mandate and strategies.							
Output 1111a: 50 Grants (24 Multiyear Core & 26 Opportunity)	1111.1 Roadshows in Northern Cape, North West and Eastern Cape	1111.1 (a) Contacting local DSD for contacts to gender machineries 1111.1 (b) Setting up meetings 1111.1 (c) Assisting potential grantees with eligibility					Roadshows took place during September 2024 in the provinces
	1111.2 Grant Calls	1111.2 (a) Draft grant calls for dissemination 1111.2 (b) Dissemination of calls on Social media, GL website and Sangonet 1111.2 (c) Dissemination of grant calls on WhatsApp groups					The WVL grant was announced at the end of August 2024 and closed on 30 September 2024. Calls were disseminated on all RWVL-SA and GL social media and websites

Renewed WVL Outcome Based Schedule of Activities Work Plan			Year 1				Progress Q1 and Q2
Output	Activities	Sub-activities	Q1	Q2	Q3	Q4	
	1111.3 Shortlisting	1111.3 (a) Shortlisting applications 1111.3 (b) Conduct physical due diligence 1111.3 (c) Contracting					This activity took place after the reporting period in September and was concluded in October 2024
	1111.4 Onboarding	1111.4 (a) Working on logical framework 1111.4 (b) Reworking the budget 1111.4 (c) Going through contracts					Onboarding is scheduled for December 2024 for the Opportunity grantees and March 2025 for the Multi-Year Core grantees
Output 1111 b: CAD 9.9 million in complementary funding and in-kind support	1112.1 Fundraising capacity building workshop	1112.1 (a) Identify grantee funding needs 1112.1 (b) Design workshop material 1112.1 (c) Conduct workshop					This activity will be done during the onboarding in of Opportunity grantees in December 2024 and Multi-yrat grantees in March 2025
	1112.2 Identify opportunities for grantees	1112.2 (a) Disseminate information on funding opportunities to grantees 1112.2 (b) Write reference letters for grantees 1112.2 (c) Assist grantees with support					This will be an ongoing process after the grantees has been onboarded and the first six months implementation has taken place.
Immediate Outcome 1120: Increased ability of WROs to create, monitor and improve organisational processes, systems and sustainability.							
Output 1121: 50 leaders and 50 staff trained in	1121.1 Finance &	1121.1 (a) Identify grantee needs for finance					This activity will be done during the onboarding in of Opportunity grantees in December 2024 and

Renewed WVL Outcome Based Schedule of Activities Work Plan			Year 1				Progress Q1 and Q2
Output	Activities	Sub-activities	Q1	Q2	Q3	Q4	
Leadership, diversity, intersectionality; finance and governance, Results for change, Communications for Social Change; Climate justice	governance training	1121.1 (b) Gather case studies from previous WVL 1121.1 (c)					Multi-year grantees in March 2025
	1121.2 Results for change training	1121.2 (a) Gather case studies for impact analysis 1121.2 (b) Invite grantees to present how they present results 1121.2 (c)					This activity will be done during the onboarding in of Opportunity grantees in December 2024 and Multi-year grantees in March 2025
	1121.3 Communications for social change training	1121.3 (a) Conduct social media audit of grantee pages 1121.3 (b) Gather case studies from previous grantees 1121.3 (c) Curate communications manual					This activity will be done during the onboarding in of Opportunity grantees in December 2024 and Multi-year grantees in March 2025
	1121.4 Leadership, diversity and intersectionality training	1121.4 (a) Audit grantee governance structures 1121.4 (b) Invite 1 in 9 to present and facilitate diversity training 1121.4 (c) Curate manual					This activity will be done during the onboarding in of Opportunity grantees in December 2024 and Multi-year grantees in March 2025
Intermediate Outcome 1200: Strengthened programming and advocacy of women's rights organizations, LGBTQI+ groups and women human rights defenders to advance gender equality and empower women and girls.							

Renewed WVL Outcome Based Schedule of Activities Work Plan			Year 1				Progress Q1 and Q2
Output	Activities	Sub-activities	Q1	Q2	Q3	Q4	
Immediate Outcome 1210: Strengthened ability of WROs to reach marginalised groups with high quality services and support to claim rights.							
Output 1211: Innovate programming by 24 multiyear core and 26 opporunity WRO	1211.1	1211.1 (a)					Too be filled in after onboarding of grantees
		1211.1 (b) 1211.1 (c)					
	1211.2	1211.2 (a)					Too be filled in after onboarding of grantees
		1211.2 (b) 1211.2 (c)					
Immediate Outcome 1220: Strengthened ability of WROs to undertake policy and advocacy work at local, provincial and national level.							
Output 1221: WROs receive technical assistance to design and sustain policy,outreach, awareness and advocacy campaigns to enable women and girls to access a range of gender responsive services	1221.1 Form 16 days partnerships between grantees by theme	1221.1 (a) Put out call for 16 Days supplementary funds					This activity will now take place next year,however during the onboarding grantees will be encouraged to have joint campaigns espially those who are working in the same thematic areas.
		1221.1 (b) Invite grantees to present 16 Days joint campaign plans 1221.1 (c)					
	1221.2 Host 16 Days dialogues	1221.2 (a) Identify key dates for dialogues 1221.2 (b) Invite panel members 1221.2 (c) Design and send out invitations, conduct dialogues					This activity will now take place next year,however during the onboarding grantees will be encouraged to have joint campaigns espially those who are working in the same thematic areas.
Intermediate Outcome 1300: Increased effectiveness of sub-national, national, regional, and global women's rights platforms, networks, and alliances to affect policy, legal and social change.							
Immediate Outcome 1310: Strengthened collaboration, networking, movement building, peer learning and sharing.							

Renewed WVL Outcome Based Schedule of Activities Work Plan			Year 1				Progress Q1 and Q2
Output	Activities	Sub-activities	Q1	Q2	Q3	Q4	
Output 1311 a: At least 9 provincial and 1 national networks	1311a.1 Nine Provincial networks	1311.1 (a) Hold provincial meetings between grantees 1311.1 (b) Host national meeting between grantees and provincial gender machineries 1311.1 (c)					This activity will take place in Year Two
	1311a.2 One National networks	1311.2 (a) Invite provincial networks to form part of the national network 1311.2 (b) Host 2 provincial meetings 1311.2 (c)					This activity will take place in Year Two
Output 1311 b: At least ten strong collaborative initiatives	1311b.1 Nine Provincial networks	1311.1 (a) Hold provincial meetings between grantees 1311.1 (b) Host national meeting between grantees and provincial gender machineries 1311.1 (c)					This activity will take place in Year Two
	1311b.2 One National networks	1311.2 (a) Invite provincial networks to form part of the national network 1311.2 (b) Host 2 provincial meetings 1311.2 (c)					This activity will take place in Year Two

Renewed WVL Outcome Based Schedule of Activities Work Plan			Year 1				Progress Q1 and Q2
Output	Activities	Sub-activities	Q1	Q2	Q3	Q4	
Output 1311 c: 150 Stories of change shared at annual Learning and Sharing Summits	1311c.1 Learning and sharing summit	1311.1 (a) Put out call for case studies 1311.1 (b) Gather case studies 1311.1 (c) Summit presentations and awards					Sechduled for March 2025
Other Key Milestones	Inputs into the SRHR barometer	Use summit case studies for Barometer					Barometer is currently in editing, however there are no WVL Case studies, these will be added on Next years Baromter

ANNEX B

Opportunity Grants Selection committee



Dr. Ndumiso Tshuma is a public health expert with extensive experience in grant writing and project management. He has secured funding from organizations like USAID and the Global Fund for initiatives focused on adolescent health and migrant populations. Skilled in research methodologies, he excels in data management and analysis using tools such as SPSS and Stata. Dr. Tshuma has led multidisciplinary teams, developed comprehensive work plans, and conducted baseline and feasibility studies. His work includes monitoring and evaluating projects to ensure effective outcomes, making him a key contributor to advancing public health initiatives.

Mandisa Banjwa is an accomplished operations leader specializing in the implementation of area business plans and managing gender, youth, and substance abuse programs. With a strong focus on team development, she excels in data management, analysis, and monitoring and evaluation of departmental projects. Mandisa is skilled in M&E system development, project reporting, and financial management, as well as content and manual creation. She effectively conducts workshops and presentations for diverse stakeholders while fostering key relationships and managing events. Her experience includes operational logistics at the Click Foundation, where she enhanced educational programs and maintained stakeholder engagement, ensuring compliance and readiness for audits.



Muzikayifani Mbonani is a proficient professional with advanced writing skills and a strong background in developing action plans and supervising teams. He excels in participatory management within NGO settings, emphasizing detail and accurate record-keeping. A natural leader, he facilitates discussions and drives meetings to productive outcomes while fostering positive relationships with stakeholders. With expertise in health systems and sexual reproductive health rights, he conducts needs analyses and assesses program effectiveness. His strong negotiation, problem-solving skills, and ability to analyze complex data sets contribute to his commitment to human rights-based and results-oriented management in public health initiatives.

Multi-Year Core Grants Selection Committee



Abigail Jacobs Williams is a dynamic program leader with extensive experience as a program manager, project coordinator, researcher, and trainer. She is also a dedicated gender activist and community liaison officer, holding a strong foundation in social development through her qualifications in Social Development Studies, Women and Gender Studies, Psychology, English, Public Administration, and Management. Her expertise spans various human rights issues, particularly in gender empowerment, youth, child welfare, poverty alleviation, Early Childhood Development (ECD), and

substance abuse. Abigail possesses a comprehensive understanding of governance at local, provincial, and national levels.

Lynette Mudékunye has a proven track record of impactful work with organizations such as REPSSI, APSSI, Gender Links, and Save the Children. Her contributions include co-authoring chapters for the Gender Links SADC Gender Protocol Barometer and the WPP Barometer, along with assessing program proposals related to voice and choice. She has provided technical direction and support for psychosocial support programs across East and Southern Africa, managing initiatives in 13 countries. Her responsibilities have included overseeing a regional sexual and reproductive health program for adolescents funded by Sweden and collaborating with various partners, including Frontline AIDS, to enhance access to services for adolescents living with HIV.



Ntombentsha Mbadlanyana is a highly organized and dedicated professional currently seeking a responsible position that aligns with her skills and experiences. With a strong background as a Deputy Director in the nonprofit sector, she has a proven track record in organization management and a commitment to contributing significantly to the success of any organization. Skilled in nonprofit management, event planning, and customer service, Ntombentsha is proficient in Microsoft Excel and Word, which enhances her ability to support

organizational functions effectively. She holds a degree from the University of the Western Cape and is currently pursuing her MA in Women's and Gender Studies, reflecting her passion for social sciences and anthropology.