



GL Swaziland Strategy 2016 -2020



Ezulwini Council Participants in Stage three of the COE process.

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EXECUTIVE SUMMARY

KEY INDICATORS FOR MONITORING GL SWAZILAND WORK		
	2015 (use 2014 if you do not have 2015 nos)	Target - 2020
Impact level indicators		
SADC Gender and Development Index Score	67%	
Citizen Score Card	68%	
Life time experience of GBV (where applicable)		
Gender Progress Score	65%	
% women in parliament	15%	
% women in local government	22%	
% women sources in the media	26%	
Average Gender and Local Government Score (GLGS)	57%	
Highest GLGS	87%	
Lowest GLGS	45%	
Contribution by councils to COE work as a percentage of overall budget	8,734,120	
Average Gender and Media Score (GMS)	80%	
Highest GMS	83%	
Lowest GMS	75%	
Outreach indicators		
No of local government COEs	24	
No of GBV survivors trained in entrepreneurship	215 (can't be right)	
No of indirect beneficiaries (population covered)	572461	
No of media COEs	6	
No of participants in events	2049	
% men participating in GL events	21%	
No of partner MOU's	7	
Institutional indicators		
No of staff and interns	1	
Average length of service		
Budget	1,840,737	
Operational costs as % of budget	3%	
VFM savings as % of budget	18%	

VFM leveraging as % of budget	20%	
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EXECUTIVE SUMMARY

GL Swaziland is a branch of Gender Links, a Southern African NGO that championed the adoption of the SADC Protocol on Gender and Development, a sub-regional instrument that brings together key regional and global commitments into one instrument with 28 targets to be achieved by 2015. GL mainstreams these targets in its core media, justice and governance programmes. GL's 2015-2018 Strategy and Action Plan resonate with UN's Policy for Global Development; Co-operation strategy for regional co-operation with Sub Saharan Africa 2011- 2015 and Gender Equality Policy 2010 to 2015. The GL Swaziland programme focuses on the mainstreaming of gender in local government through a unique, UN-acclaimed¹ model in which councils go through a ten stage process to become Centres of Excellence for Gender in Local Government, and share good practices at national and regional summits. Despite challenges, GL has succeeded in working with urban councils in partnership with the Ministry of Housing Urban and Development and the DPM's Department of Gender and Family Affairs Issues.

STRATEGIC POSITIONING

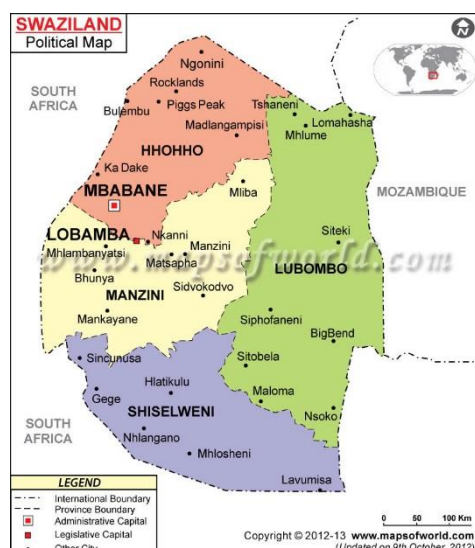
Regional context

Southern Africa must confront a myriad of challenges as it attempts to address the needs and aspirations of its 100 million people, 40% of whom live in extreme poverty with per capita incomes ranging from \$256 per annum in Namibia to \$5099 in Mauritius. The greatest challenge of the Southern Africa Development Community (SADC) continues to be the need to build a life for its people free from poverty, disease, human rights abuses, gender inequality and environmental degradation. The majority of those affected by these conditions are women. Across the globe, there is a consensus that gender equality is integral to economic growth and poverty eradication. The SADC Protocol on Gender and Development (SGP) provides "a roadmap to equality" for SADC member states. By implementing strategies to achieve the 28 targets in the SGP governments are increasing women's equal access to opportunities. GL coordinates the **Southern African Gender Protocol Alliance**, a coalition of NGO networks that successfully campaigned for the elevation of the SADC Declaration on Gender and Development into a more legally binding Protocol in August 2008 soon after the start of this project. This unique sub-regional instrument brings together all existing commitments to gender equality and sets specific targets, indicators and timeframes for achieving these.

Political/country context

The Kingdom of Swaziland is the smallest Southern African nation and is one of the world's few remaining absolute monarchies. The country measures about 200 kilometres north to south, and 130 kilometres east to west. It is landlocked and surrounded almost entirely by South Africa, with Mozambique along the eastern border. Swaziland has a population of just over one million people.

Here, political parties are not allowed to contest for power but individuals are elected to parliament from 55 constituencies known as "tinkhundla." The



ices in mainstreaming gender in Africa featured in a compendium of the UN Economic Commission for Africa.

constituencies are sub-divided into about 385 chiefdoms and four districts nationwide. In the primary elections voters choose candidates from their chiefdoms who will then contest the secondary elections and compete against other candidates in their constituency for a seat in parliament. The system of governance is tinkhundla-based, which emphasises devolution of state power from central government to tinkhundla areas. Swaziland's political parties do not contest for seats in parliament. Although most parties have quotas for women's representation set at 30% and one with 40%, most parties have not implemented the quota system. Out of five political party constitutions and manifestos accessed by researchers, not one listed gender as a criterion for the selection of candidates.

Achieving gender equality requires women's active participation and involvement in decision-making at all levels, starting in the home and extending to the highest levels of government. Elections present an opportunity to increase women's representation, raise issues of gender inequality and women's human rights, and to press for greater government accountability on gender sensitivity. The Protocol thus demands equal representation of women and men in all decision making positions by 2015. Swaziland missed an opportunity to increase women's representation in urban councils in November 2012 elections. This is in spite of a 50/50 campaign launch in the country.



Swaziland continues to fall well short of targets for women's representation in public affairs. In 2013 elections, only 18% (55 of 309) of nominated candidates were women, and only one was elected to Parliament. With the King appointing three additional women, four of the 65 members of the House of Assembly (6%) are women. This is a regression from the 2008 elections, in which 13% of candidates were women, nine women

were elected to Parliament, and two were appointed by the King. In the upper house of Parliament, the Senate, 33% of members are women, still short of SADC protocol targets. Data compiled by the Inter-Parliamentary Union (IPU) as of April 2014 ranks Swaziland at 132 out of 189 countries with regard to women's representation in Parliament. The constitution of Swaziland provides that if after a general election the female membership will not meet the required 30% of Parliament, the house shall elect not more than four additional women by region. Despite this provision, Parliament did not form an electoral college to elect four additional women in 2008 or 2013. Even if these constitutional provisions were implemented, women's representation in Parliament would still be below 30%. With the next general election scheduled for 2018, Swaziland will not meet the goal for women's representation in public affairs by 2015. Swaziland remains predominantly a patriarchal society in which cultural norms and religious institutions significantly influence the moulding of gender identities.²

² [http://dSPACE.africaportal.org/jspui/bitstream/123456789/34843/1/afrobriefno147%20\(1\).pdf?1](http://dSPACE.africaportal.org/jspui/bitstream/123456789/34843/1/afrobriefno147%20(1).pdf?1)

Gender based violence is one of the critical areas of concern in Swaziland, profoundly affecting women and children. During the lifetime of a woman, about a third experience some form of sexual violence. In Swaziland hardly a day passes without the media reporting a gross act of gender based violence perpetrated against women and girls. Annual police reports show an increase in reported domestic violence related crimes over the years. Recent surveillance report reflects abuse trends of 22% for men and 78% for women. The most prevalent forms of abuse are physical, emotional and sexual. According to Police Commissioner, as reported in Swazi Observer 14 May, 2012, there were a total of 673 rape cases countrywide. The Police commissioner observed that coercive sexual behaviour against the vulnerable was continuing and increasing.³ To facilitate comprehensive data on GBV in Swaziland, GL is planning to do baseline violence against women research in Swaziland in 2016.

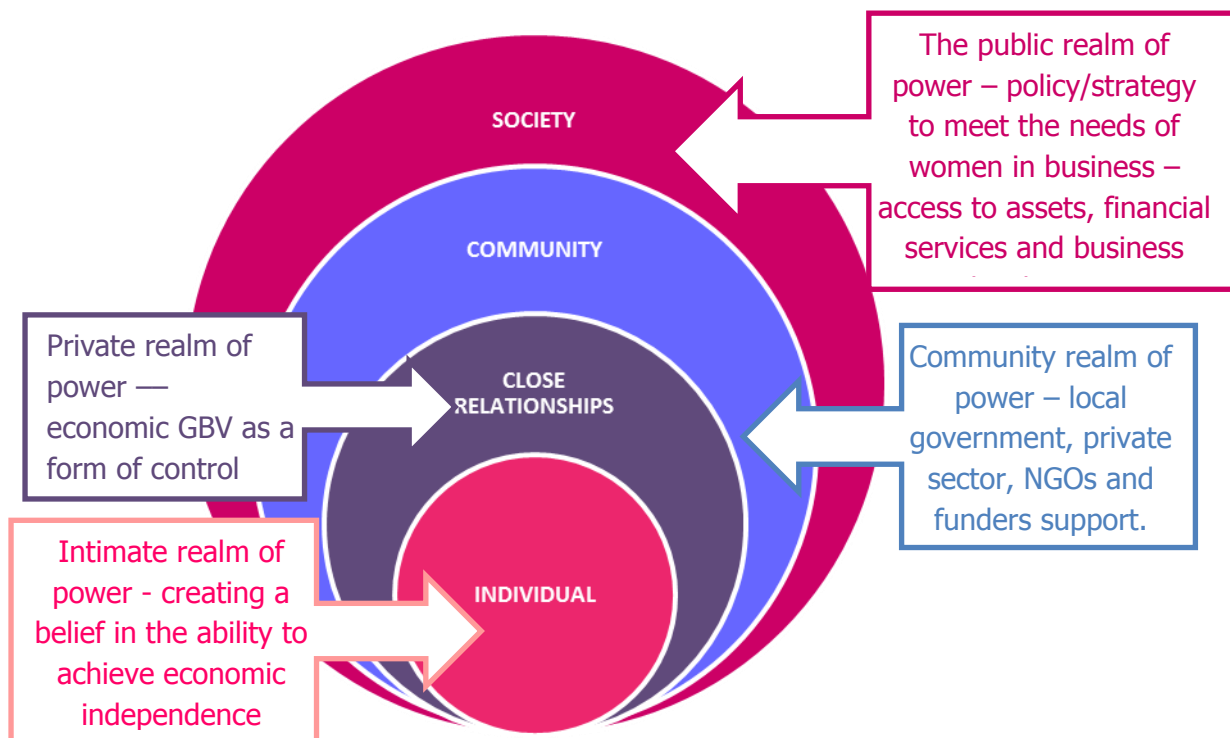
"Societal discrimination against the LGBT community was prevalent, and LGBT persons generally concealed their sexual orientation and gender identity. Colonial-era legislation against sodomy remains on the books; however, it has not been used to arrest gay men. Gay men and lesbians who were open about their sexual orientation and relationships faced censure and exclusion from the chieftdom-based patronage system, which could result in eviction from one's home. Chiefs, pastors, and members of government criticized same-sex sexual conduct as neither Swazi nor Christian. Societal discrimination exists against gay men and lesbians, and LGBT advocacy organizations had trouble registering with the government. One such organization, House of Pride, was affiliated with another organization dealing with HIV/AIDS. It is difficult to know the extent of employment discrimination based on sexual orientation because victims are not likely to come forward, and most gay men and lesbians are not open about their sexual orientation" (United States Department of State (24 May 2012) Country Reports on Human Rights Practices for 2011, Section 6. Discrimination, Societal Abuses, and Trafficking in Persons/Societal Abuses, Discrimination, and Acts of Violence Based on Sexual Orientation and Gender Identity).⁴

GL's Theory of Change

Reinforced in formal and informal ways, gender inequality begins in the home; is perpetuated by the family; schools; work place; community, custom, culture, religion and tradition as well as structures within society more broadly—the media, new media, popular culture, advertising, laws, law enforcement agencies, the judiciary and others. GL's Theory of Change posits that while individual, family, community and societal factors often become a vicious negative cycle that militates against change each one of these layers can be reversed into a virtuous positive cycle that results in change. With the introduction of economic justice the GL ToC has integrated economic foci of change as follows;

³ <http://www.norad.no/globalassets/import-2162015-80434-am/www.norad.no-ny/filarkiv/ngo-evaluations/mid-term-project-evaluation-report-address-gender-based-violence-and-child-abuse-in-the-shiselweni-region.pdf>

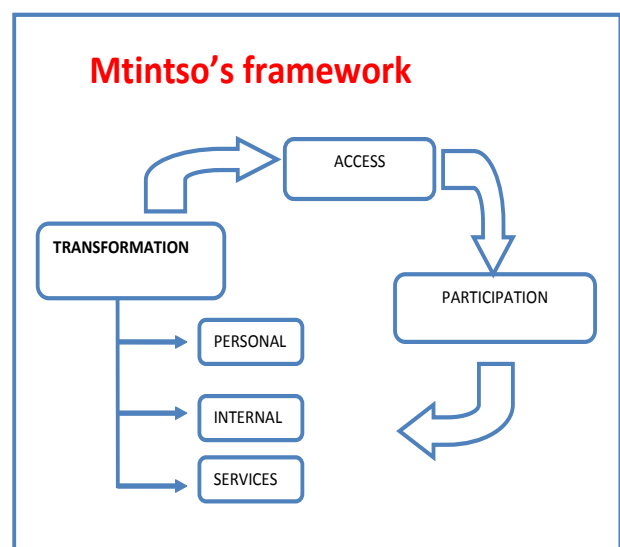
⁴ <http://www.refworld.org/pdfid/50c064c92.pdf>



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

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

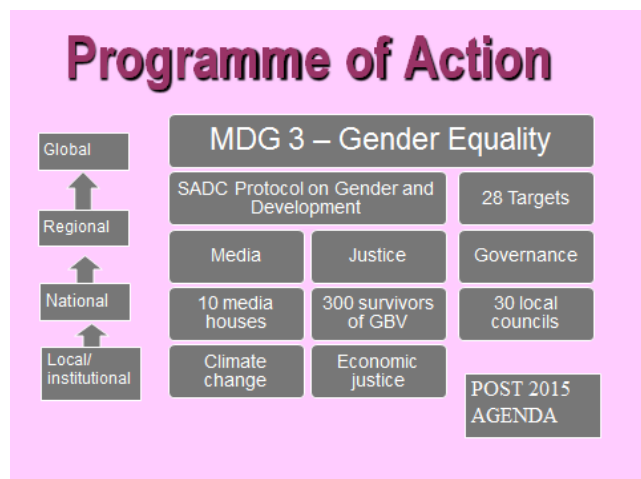
GL Swaziland is a local chapter of GL, a Southern African NGO founded in 2001 that envisions a region in which women and men are able to participate equally in all aspects of public and private life; in accordance with the provisions of the Southern African Development Community (SADC) Protocol on Gender and Development, adopted in August 2008 and currently being updated for the period in question.



GL Programmed of Action

As illustrated in the graphic, the GL Swaziland POA reflects the organisation's overall work, goal and vision. At the overarching level of the SADC Gender Protocol, GL works with Coordinating Assembly of Non-Governmental Organisations (CANGO), the national focal network for the Alliance. The alliance in Swaziland works closely with the DPM's Ministry in the department of Gender and Family Affairs Issues.

The Department of Gender and Family Affairs Issues and the Network Alliance (CANGO) collaborated with GL and embarked on nationwide community meetings to popularize the SADC Gender Protocol and to produce the annual SADC Gender Protocol Barometer.



Alliance

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 expiration 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.



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.



Sheila Sithole, Gender Focal Person for Police, takes part in a costing workshop at the Esibayeni Lodge in Matsapha, Swaziland in 2012. Photo: Ncane Maziya

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. Unfortunately Swaziland was unable to hold district summits due to a lack of funds. 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.

The Alliance promotes and facilitates the creation of gender equity and equality through lobbying and advocacy towards the achievement of the 28 targets of the SADC Protocol on Gender and Development.

The Southern Africa Gender Protocol Alliance – a “network of networks” – started as a loose coalition in 2005 when the campaign for the adoption of the SADC Protocol on Gender and Development began. As the SADC gender protocol campaign shifted from pushing for signing and ratification to lobbying for implementation, it became apparent that there is a need for the network to reorganise to be effective in monitoring implementation by member states.

In Swaziland, CANGO coordinates the Alliance at national level. Over the coming year ahead of 2015, the local network, backed by the regional secretariat, will focus on strengthening institutional mechanisms in order to facilitate advocacy work on raising awareness about the SADC Gender Protocol. It will also work on tracking its implementation. There is a need to develop gender champions for each of the 28 targets in order to move forward in a coordinated way.

Through coalition building, the Alliance programme seeks to strengthen civil society organisations in working towards gender equality. The Alliance brings together stakeholders from governments, civil society, media, multi-lateral organisations and academia in realising gender equality. The Alliance and partnerships programme aims to hold governments to account on commitments on gender and development and empower citizens to claim their rights. The alliance has a number of objectives that are aligned to realising gender equality in the SADC region. These objectives are aligned to the SADC Gender and Development framework as stated below:

- 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 (SGP).
- 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 SGP.
- To share best practices of gender mainstreaming through the SADC Gender protocol summits.

The role of country networks is to:

- Organise and mobilise around monitoring the implementation of the SADC Gender Protocol, using various tools such as the annual SADC Gender Protocol Barometer.

- Develop gender champions at national level for advocacy work on key provisions of the SADC Gender Protocol.
- Organise thematically as a strategy to link to regional level and global level campaigns.
- Launch advocacy campaigns around hot button issues such as 50/50 campaign for increasing women's representation, GBV campaigns as well as the campaign for an Addendum to the SADC Gender Protocol on gender and climate change.
- Gather and document good practices that demonstrate the SADC Gender Protocol @ Work.

National Summit 2015

The report seeks to provide information about the third national SADC Protocol @ Work Summit in Swaziland held at The Royal Swazi Sun Convention Centre starting from 07-08 July 2015. The summit was aimed at sharing and showcasing best practices by entrants in different categories covered five themes from the Alliance, local government and the media.



Delegates and winners at the 2015 Summit.

The theme of the summit was SADC Protocol @Work, ***"Now and Post 2015, Yes we Must."***

The participation and interest in the Summit is evidenced by the following table in terms of participation:

- **81** participants: **58** females and **23** males
- **59** summit entries from **38** women and **21** men from **12**

categories

- **9** female and **2** male runner ups
- **5** female and **3** male winners
- **26** organisations represented
- **6** councils represented
- **4** faith based organisations
- **2** media houses represented
- **1** government ministries
- **6** councillors

The Summit rated an average score of 80% based on the workshop evaluations submitted. Delegates indicated that they had learnt a lot, that they had had their eyes opened to gender issues and had learnt things which they could apply in their own lives and work environments.

Knowledge sharing among participants was extra ordinary. They helped each other from the day before the summit. Most of them were not only concerned about their own presentations but also of that of others. The exchange of information was enormous and very much commendable to sustainability as the networking part was of utmost concern and even rose by the one of the chairpersons at the summit time and again.

Some examples of the participation include the following winning entries:

Gender based violence: Sibusisiwe Mthethwa from the Umsimisi Community project which engages communities through dialogues to address gender based violence from the family and community to national level. They encourage individual action to expose all forms of violence witnessed at family and community level and consult with communities to get feedback on how best to put mechanisms in place to end Gender Based Violence, while advocating for empowerment of women at all of these levels in society. The organization also empowers child workers/care givers to use artistic approaches to help children speak out on issues affecting them through child centric approaches; making it easier to relate to the children.

Leadership: Nokuthula Mbatha; Creating a platform for deaf girls to come out of their back walls. The key objective of the project is to create a platform for deaf girls to come out of the shadows and that they know that they are celebrated and loved. I started in Swaziland where I watched all girls doing beauty pageants and I thought why not the deaf girls they also want the platform, and they also need to be treated as any other girl, they wish to participate with all other girls yet they are excluded due to their disability, this then prompted me to do something about it, and I started my 1st deaf beauty pageant, after three years I then grew to miss deaf Africa. I registered in South Africa and initiated the same project and the environment was more fertile and receptive towards the project.

Media TV: Nonhlanganiso Nkosi for a documentary about women, for women and uniquely produced, edited, directed, shot and edited by women. March 8th every year marks a very special day for all women around the world. It's International Women's Day. Thousands of Organizations around the globe have events on this specific day to celebrate the phenomenal woman. This special Day marks the growth and achievements women politically, economically and socially. This year's International women's day theme was 'Make it Happen'. As Swaziland Television Authority we didn't want to be left out of this glorious international celebration of women. Therefore we produced a documentary that would highlight the strong qualities of a woman, titled 'W.O.M.A.N' A great woman once said "The story of a woman's' struggle for equality belongs to no single feminist nor to any one organization but to the collective efforts of all who care about human rights."

Key to achieving this is to piggy back on Swaziland's chairing of the SADC; providing a platform for activists to be heard. 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.

The way forward must include:

- Substantive influence of the global gender agenda on post 2015 through continuous lobbying and engagement with governments, civil society and multilateral organisations whilst profile the work on the ground through media.

- Enhanced ownership of the SADC Gender Protocol campaign through strengthening Alliance work at national and local level as shown in the knowledge survey results by country. This should enhance strong civil society-government partnerships that help to advance the agenda.
- A clear post 2015 roadmap for attaining gender equality through the SADC Gender Protocol and Sustainable Development Goals.
- Acquisition of and contributing to knowledge, sharing of information and best practices on gender.
- Strengthened coordination mechanisms including with men's groups, climate change experts and faith based organisations; taking stock of progress, sharpening advocacy strategies and the galvanising of a robust women's movement in Swaziland.
- Swaziland has built some solid ground but needs to strengthen this by addressing these issues.
- Swaziland needs to raise funds to sustain a GL presence in Swaziland.

Media

Freedom of expression is guaranteed in the 2005 Constitution of the Kingdom of Swaziland. However, subsequent clawback clauses restrict this right. 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 the journalistic profession or laws that unreasonably interfere with the functions of media.

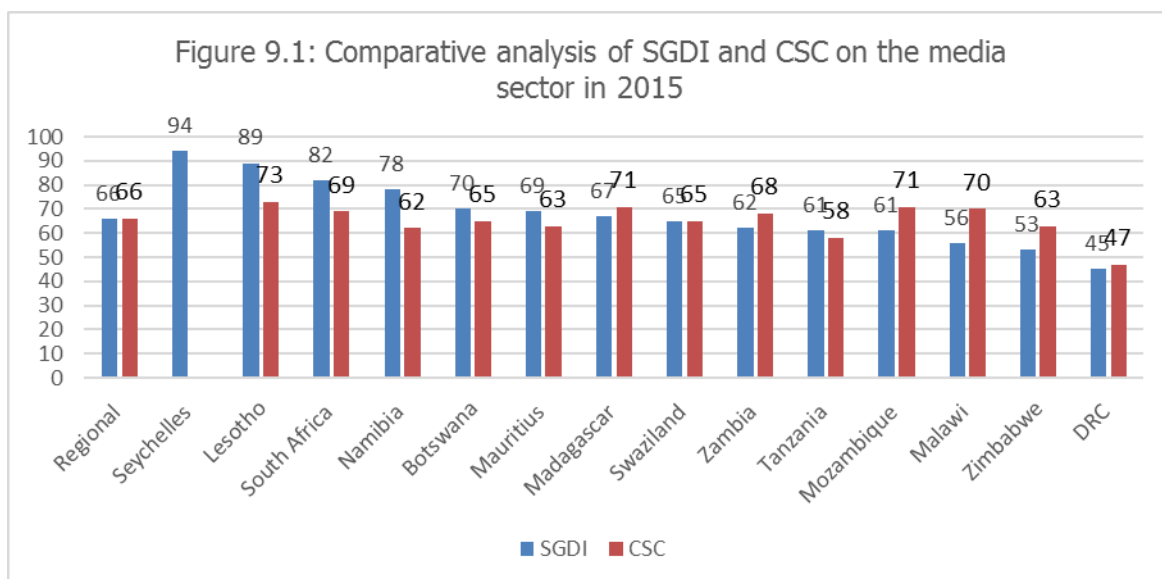
Broadcasting and Information Services (SBIS) plays a vital role in disseminating information to the nation, with radio being the main source of news for 95% of the population in Swaziland), says Smangele Dlamini, the gender focal person, feels strongly that all programme producers and broadcasters in the station need exposure and must be pushed to embrace gender mainstreaming. "What is presently needed at the station is a paradigm shift, where mentoring and coaching on gender becomes basic to enhancing production skills. The onus is now on the management to ensure that the station is not left behind as other media houses are miles ahead," she said. Dlamini is determined to work with gender mainstreaming partners and ensuring that SBIS becomes a leader in gender mainstreaming in the SADC region.

GL Swaziland is working with 6 media houses both print and electronic. GL is engaging Swaziland media houses in the Centres of Excellence (COE) for gender in the media project which on GL experience in working with media houses on developing and implementing



Swaziland Broadcasting and Information staff during Gender in the media workshop

gender policies and action plans through a six-stage process. These media houses include Times of Swaziland, Swazi Observer, Swaziland Broadcasting and Information Services (SBIS), Voice of the Church, Swazi TV and Lubombo Community Multi-media. For a small country office, GL has managed the Centres of Excellence in Media (COEs) well and has a vibrant media programme.



This graph shows the media SGDI and CSC scores that on average are now exactly the same (66%). The media SGDI remains the same as in 2014 as the latest GMPS data will only be available in 2016. Seychelles has the highest score for the SGDI (94%) followed by Lesotho at 89% and South Africa at 82%. Malawi (56%), Zimbabwe (53%) and DRC (45%) are the bottom of the list. Namibia shows a SGDI at 78% which puts Namibia in fourth place. Swaziland at 65% for both data sets falls within the range of average.



Gender in media content in Swaziland

- There has been a marginal increase in the proportion of women sources in Swaziland from 17% in the 2003 GMBS to 19% in this study. This corresponds with the regional average of 19%, although news is still told mainly from a male perspective at 83% of sources.
- Differences exist across individual media: *The Swazi Observer* has the highest proportion of women sources with 22%, followed by Swazi TV, Channel Swazi and Swazi Radio Swaziland Broadcasting Information Services (SBIS) all with 18%. The *Times of Swaziland* at 12% has the lowest proportion of women sources in the country.
- Women's voices remain most likely to be heard on children's issues (38%), and sex and sexuality (33%) than in stories about topics such as land and agriculture (7%) and mining 10%. Media in Swaziland continue to seek women's voices on so-called women's issues such as gender violence (23%) and health (28%).
- The voices of women start to disappear when they reach 50 years. Most women sources remain in the age category of 35–49 years (45%).
- Older people (men and women) remain virtually non-existent as sources, with men constituting 1% of sources and women at 3%.
- Unlike in other countries, men are more likely to be identified by personal tag in the media in Swaziland than women. Journalists identify men with a personal tag such as father, brother or husband in 22% of stories, compared to 16% for women identified as wife, daughter or mother. One newspaper reported a story of a woman who was appointed

chairperson of a board, and she was cited as the wife of a man who was once a deputy prime minister. It was interesting that this man was deceased and had held a number of senior positions in government.

- The level of gender stereotyping in the media in Swaziland is decreasing. This is especially seen in the increase in women sources in non-traditional fields such as business, from 18% in the GMBS to 23%, and as politicians, from 12% to 20%. The position has not been maintained as in 2013 elections the number of women politicians decreased. The number of women parliamentarians dropped from 22% to 6% and that of counsellors in local government dropped from 18% to 14%.

Gender in newsrooms

- The Swazi media has more women presenters than women reporters. Women predominate as television presenters at 41%, while women constitute 21% of reporters.
- Women reporters dominate reports about children, religion and education. Men, on the other hand, predominate in labour, human rights and HIV and AIDS stories. Men make up 86% of those reporting on HIV and AIDS.
- Having more women in top and senior management positions does not always result in more women sources. In Swaziland, women constitute 29% of those in top management positions yet women make up less than a fifth of media sources.
- Women journalists more frequently cite women sources than male journalists do. Having more women reporters is making a difference in media in Swaziland, where 22% of women reporters seek women's comment compared with 19% of male reporters.



Radio journalists produce a show at the Swaziland Broadcasting and Information Services (SBIS) office in Mbabane.

Photo: Saeanna Chingamuka

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. Swaziland will continue to work with the six media houses to further the aims of the programme. The country will remove the non-functional Lubombo Community Radio and replace with Channel Swazi a privately owned TV station.

- **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.

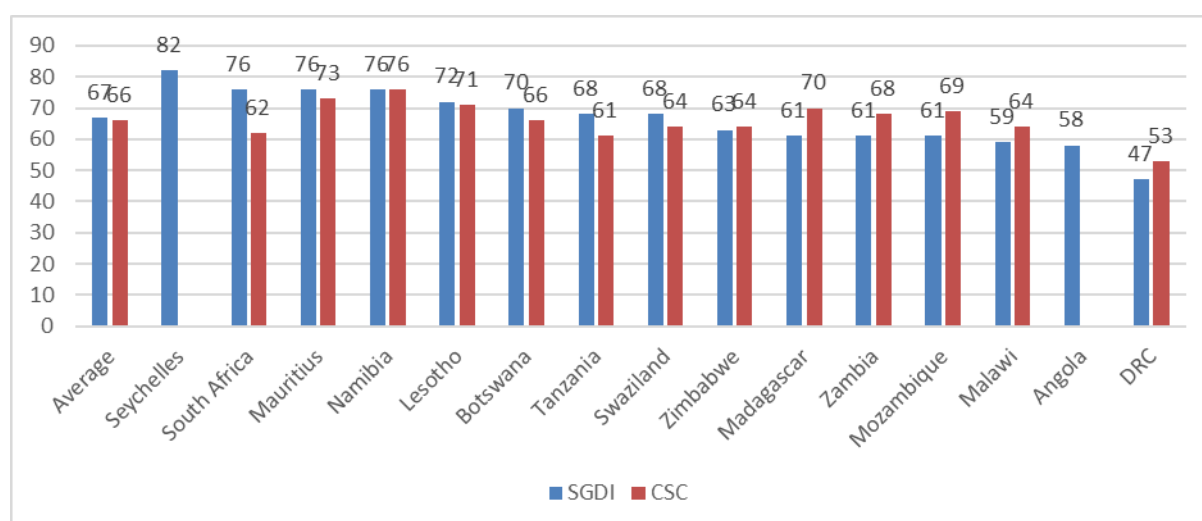
Governance



In Swaziland the Westminster electoral model was replaced by the *tinkhundla* system to facilitate the practice of both traditional and the western styles of government in 1978. This created a two-house parliament through a complex system of indirect election of parliamentary representatives from specific constituencies. The assembly is elected through the *tinkhundla* (constituency/local councils) electoral system, which involves nomination within an *tinkhundla* and primary and secondary elections by secret ballot. This system does not favour the representation of women and even the provision stated above

have not resulted in being followed as prescribed. Despite vigorous 50/50 campaigning, the status quo has not changed. According to the SGDI, Swaziland's biggest challenge is women's poor participation in governance. Swaziland scores 43% on the SGDI and only slightly higher on the CSC with 47%. It has a ranking of 9th in the region on both scores because women remain grossly underrepresented in political decision-making positions at all levels – in local government, parliament and cabinet. The country has no legislated quotas in place to increase women's representation and few parties have voluntary quotas. Moreover, there is no plan to review the electoral system despite advocacy in this area by civil society and some political parties.

Comparison of the SGDI and CSC by country for 2014



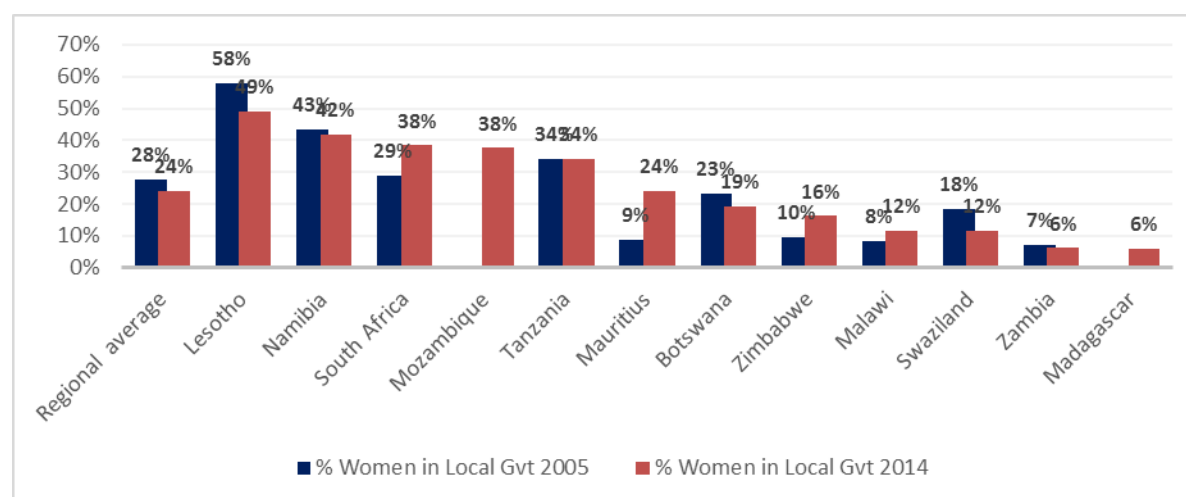
Source: SADC Gender Protocol Barometer 2014

Figure I shows that Swaziland achieved an overall SGDI score of 68%, placing the country at 8th place out of the 15 SADC countries. This is two percentage points higher than the 2013 score of 66%. The figure also illustrates that citizens have been more critical, giving their country an overall score of 64%, an 8th place ranking. This is a significant improvement from 2013 where Swaziland was placed at 13th.

According to the SGDI, Swaziland's biggest challenge is women's poor participation in governance. Swaziland scores 43% on the SGDI and only slightly higher on the CSC with 47%. It has a ranking of 9th in the region on both scores because women remain grossly underrepresented in political decision-making positions at all levels – in local government, parliament and cabinet.

The country has no legislated quotas in place to increase women's representation and few parties have voluntary quotas. Moreover, there is no plan to review the electoral system despite advocacy in this area by civil society and some political parties.

Representation of women in local government in SADC 2005–2014



Source: Gender Links 2014

This chart shows that following the November 2012 urban council elections, women's representation stood at 12% of local councillors. It was previously 18%. The minister of housing and urban development is able to nominate five additional councillors, and activists have pressed her to nominate all women, which would bring representation to 20%. Rural council elections took place at the same time as the *tinkhundla* elections in September 2013. New data for the 2013 elections is not included in the above figures. The system of governance in Swaziland poses a challenge under its current form more work is needed to promote women's representation.

The Centres of Excellence in Local Government (COEs) is the flagship programme run by GL that focusses on the mainstreaming of gender in all aspects of local governance.

The governance programme works through the Centres of Excellence in Local Government (COE). The COE model is a ten stage process as follows:

Stage	Process	Principles
1	Meetings with management and political teams and adoption of COE process.	Political support: Getting buy-in at decision-making level.
2	Undertaking a gender audit of the council.	An evidence-based approach: Conducting a situation analysis that is council-specific and will help to address the needs of that council.
3	Mobilising meeting with council representatives and popularising the SADC protocol on Gender and Development.	Community mobilisation through SADC Gender Protocol village level workshops that familiarise communities with the provisions of the sub-regional instrument and empower them to hold their council's accountable.
4	Inception workshop.	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.	
7	Media, campaigning skills.	Capacity building through on-the-job training with council officials and political leaders.
8	IT for advocacy.	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.
9	Monitoring and evaluation	Administration of score cards and other monitoring and evaluation tools that can be used to measure change in the immediate, medium and long terms.
10	Summit	Knowledge creation and dissemination: Working to gather and disseminate best practises, case studies, etc. that can be presented at the annual gender justice and local government summit and awards that provide councils and communities with a platform to learn from each other on empowering women and ending violence at the local level.

CASCADING THE COEs

The COE concept seeks to ensure that key councils are identified across the country and worked with very closely in their process of getting gender on their council's agenda. The approach also seeks to develop collaboration in GL programme work by focusing various projects from the SADC Gender and Development Protocol, governance, media and justice programmes in the localities.

Cascading the COEs in councils is an important role that Gender Links will continue to do in Swaziland. The COE programme runs in both urban councils (municipalities) and rural councils (*Tinkhundla centres*) system. Swaziland is divided into 4 regions, with 67 local authorities (12 urban and 55 rural). Tinkhundlas are situated as follows; 14 in Hhohho region, 11 in Lubombo region, 16 in Manzini region, and 14 in Shiselweni region. Swaziland GL is targeting to have achieved inclusion of 24 councils by 2016. *This requires a robust cascading of the COE programme to all of the tinkhundlas for the period 2016 to 2020 to all become fully active COEs.* The overall objective of the GL Swaziland governance and economic justice programme is to promote gender responsive local governance in accordance with the provisions of the SADC Protocol on Gender and Development through:

- Institutional strengthening of the 30% to 50/50 to campaign for a legislated quota for women in the 2017 local elections.
- Induction and orientation of 30 members and new councillors to the COE process.
- Completing all of the stages in the 12 original urban original COE's, and backstopping this work through additional programming, support, monitoring and evaluation.
- Conducting baseline research on violence against women and strengthening local action plans to end gender violence by integrating the baseline findings of the VAW survey into plans;
- Documenting and sharing good practises in gender responsive governance through national summits annually.

The fact that GL seeks sustainability of the project, GL's implementation of the COE programme alone is not feasible. To promote the cascading of gender mainstreaming through the COE process, it is not desirable that GL drives every one of the COE stages. Ownership of the process and implementation driven by key partners and stakeholders in Swaziland is paramount. Skills building and transfer are also essential for sustainability as is the interlinking of geographically placed councils for training, support and coaching. Gender

mainstreaming needs to also be embedded in all government structures and ministries at local, provincial and national levels.

Background of the cascading process

Swaziland is divided into 12 urban councils and 55 Tinkhundla centres in 4 regions. Power is highly centralised and all decisions need to go through the DCM (full name). GL Swaziland is building on the strengthening of the 12 COEs that have experienced the full cycle of the programme. Ownership of the process and implementation driven by key partners and stakeholders in Swaziland is paramount. Skills building and transfer are also essential for sustainability and effort should be put into the training and capacitating of gender focal persons, gender champions and regional representation to take ownership of the COE process to reduce the reliance on GL going forward. To effect a more sustainable model urban councils should be twinned with tinkhundlas as a means of promoting peer learning, the support of more experienced or better resourced urban councils with the rural councils.

Ownership and impact

The fact that GL seeks sustainability of the project, GL's implementation of the COE programme alone is not feasible. To promote the cascading of gender mainstreaming through the COE process, it is not desirable that GL drives every one of the COE stages. Ownership of the process and implementation driven by key partners and stakeholders in Swaziland is paramount. Skills building and transfer are also essential for sustainability as is the interlinking of geographically placed councils for training, support and coaching. Gender mainstreaming needs to also be embedded in all government structures and ministries at local, regional and national levels.

Achievements

- 12 councils have adopted action plans and one (Mbabane) council has adopted a gender policy and shared as a good practice on gender responsive governance at the national Gender Protocol@work summit in March 2013.
- 1 rural council has a gender action plan
- 4 Councils with gender budgets etc.

Performance of councils

COE Councils	Baseline Scores (2010/2011)	Progress Scores (2015)	Variance
Average		55%	
Highest		88%	
Lowest		64%	

These scores are based on 25 indicators of gender responsive governance. They reflect women's increased representation, participation, and access to resources and services as a result of the COE process.

Gender in council budgets:

2014	Rands
Gender specific allocation	230 000
Gender in mainstream projects	651 000
In kind contribution	16 000
Funds raised for gender work	700 000

Total = A	967 000
Total spent by GL on the project in 2014 =B	
% council contribution to the COE process = (A/B) %	

Women in leadership

Swaziland does not have effective mechanisms for promoting women in politics.

Reinvigorating the 50/50 campaign: Following the revamping of the 50/50 campaign in 2014 in preparation for an effective Post-2015 new era, robust work is needed to make gains in getting more women into political decision-making positions. It is crucial to guard any gains made in getting more women into political decision-making positions. This needs robust post 2015 commitments:

- Holding governments accountable
- Redress culture as a barrier to progress and advocate affirmative action for women Empower women to take up decision-making positions by removing major structural barriers deeply rooted in custom, culture, religion and tradition
- Revamp and upscale capacity building for women in politics and leadership: Initiatives to strengthen the knowledge, information and gender analysis capacities of women members of Parliament and councillors should be scaled up in order to give women the confidence to retain their seats and inspire other women to participate in elections.
- Research, monitoring and evaluation are key: Research, advocacy and lobbying have been critical to achievements made to date.
- Making decision-making hospitable to women: Despite the positive rhetoric towards women's increased participation in decision-making, there are many major barriers yet to overcome.
- Ensure concerted efforts towards a fired-up 50/50 campaign Post-2015: Involve other stakeholders such as the private sector in the 50/50 campaign to encourage management to ensure that the target is integrated in all spheres and not just political decision making bodies. Lobby the relevant structures for more women in government

Goals and Objectives

Swaziland Gender Link's goal for this project is to strengthen the COE programme, encourage ownership and sustainability, and promote diversity and the human rights of all people based on their sexual orientation gender identity and expression (SOGIE). The objectives of the programme as thus:

- **Strategic support and strengthening of Councils** that have developed costed gender and gender based violence (GBV) action plans towards sustainability, continued commitment and increased ownership of the COE process, to innovatively and creatively promote gender mainstreaming in service delivery for all people in the community. The support strategy will be geared towards COE programme and process strengthening, peer learning and robust support in gathering evidence of change within the councils and communities.
- **Cascading the COE programme in 24 more councils in Swaziland.** These councils have expressed interest to be COEs. This includes building the capacity of women and men in gender concepts and mainstreaming to engage critically in democratic processes that advance equality and justice.
- **Developing effective campaigns for ending gender violence and HIV and AIDS for women and key populations such as people who experienced GBV.** Campaigns will include lobbying against the discrimination of people based on their disability gender identity.
- **Lobby and advocate issues of marginalised and vulnerable persons in country.** This is done with Local Authority leaders to ensure policy and structural

changes mitigate behavioural and attitudinal changes within council policy making and implementation and within the community.

- Institutional strengthening of the 30% to 50/50 campaign for a legislated quota for women in the 2017 and 2018 upcoming elections.
- **Advancing peer learning and sharing** amongst councils, both vertically and horizontally, as it is important for councils to be able to learn from each other, use each other as resources as well as transferring skills from one council to another.
- **Up skilling councils in gathering evidence and documents sharing.**

Summary of Activities, Target Groups and Expected Results Matrix

Actions and results

These are elaborated in the table that follows, which should be read together with the accompanying logical framework. The main results expected may be summarised as:

- Women's representation and participation in local government is enhanced through a concerted 50/50 campaign that results in a legislated quota in the 2017 elections.
- Gender responsive governance and accountability are enhanced through of 22% of councils becoming Centres of Excellence for Gender in Local Government.
- Sustainability of the programme is enhanced through building the capacity of Gender Focal Points within the Councils and handing over backstopping of the process to the gender and local government ministries (DPM and Tinkhundla).
- The link between ending gender violence and the economic empowerment of women is tested through extending the pilot project on entrepreneurship training of survivors of gender violence to the first phase council and measured through the Gender Empowerment Index as well as changes in attitude towards gender within councils.

Activities	TARGET GROUPS	Expected Results
Technical and onsite support of committed COEs that have completed the 10 stage process of the COE Programme and are ready to carry forward the gender agenda to ensure justice and the human rights of all	Councillors; council and government officials.	24 local gender champions in 24 councils +24 Gender Focal Points (GFP) in 24 Councils + 24 Gender committees in 24 councils. The on-site training that has been provided to councils is strengthened with strategic technical support in specific areas to further promote gendered service delivery, mainstreaming and equality in councils and communities.
24 tinkhundla centres in Swaziland build on the pioneering work of the first 24 COEs to go through the ten stages of the COE process that includes developing gender and implementing gender action plans	Tinkhundla centres Councils.	24 local authorities x 3 years x 10 stages = 24 councils undergo the ten stages of the COE = 2400 stages with short reports at each stage published on the GL website.
12 Local Authority GBV action plans are reviewed integrated and implemented to include the needs of marginalised populations	Urban councils	12 urban councils completed the 10 stage process there is a need to do a backstopping or review of action plans with urban councils.

Activities	TARGET GROUPS	Expected Results
Local authorities that are better able to respond to the needs of all citizens particularly the most vulnerable groups such as women, youth and people living with disability.	At least 120 women and 120 men in each of 12 localities = 2400 women and men, including vulnerable groups such as the disabled, widows and migrant workers.	12 Gender Action Plans aligned to the SADC Gender Protocol including flagship programmes on Local Economic Development; Climate Change and care work that are costed, monitored and evaluated.
Local authorities that are more accountable to their constituencies and ensure the participation of all citizens within their localities particularly women and people living with disability.	Community members, persons, councils, universities and other tertiary institutions	12 community workshops on the SADC Protocol on Gender and Development and the human rights of all including sex workers, GBV and gender identity and expression of all people.
Sensitization of University Of Swaziland Social Work students on Issues of marginalised communities		Increased public understanding about the main aspects of cultural, ethnic, sexual and other diversity features in a society.
Dissemination of information by project partners via radio programs, press initiatives, public awareness activities (dialogues and roadshows)		
Implementation of local economic and sustainable development strategies to reduce poverty; mitigate the effects of climate change and address other environmental challenges	Councils, GFPs and GCs in councils	<ul style="list-style-type: none"> • 12 action plans and strategic campaigns on LED, poverty and • Climate change mitigation strategies and action plans. • Training in HIV AIDS prevention, care and support by council's and for community members.
Baseline data on the prevalence of GBV based on sexual orientation and gender identity and expression (SOGIE) in localities that results in a national GBV survey and provides locally-specific information that is used to strengthen local level efforts to end GBV in line with the SADC Protocol on Gender and Development target of halving GBV by 2015.	Survivors of GBV, vulnerable groups.	400 questionnaires x 10 localities used to draw local profiles and national data on the extent, effect, support, prevention of GBV. The survey will also provide indicators of underlying attitudes that perpetuate or mitigate GBV. 100 I stories or first-hand accounts of GBV will be facilitated before project intervention and after as a means to measure impact of the programme on attitudes and perceptions.
Tangible evidence that local government can contribute to gender justice and economic empowerment that leads to poverty alleviation.	Councillors, officials and communities involved in the project.	At least 20 x 3years= 60 case studies presented at the national and regional Gender Justice and Local Government Summit; compendium of Swaziland local government best practises.

Partnerships

Partners, institutional strengthening and capacity building

The line ministries have gender focal point (GFP) persons whose main responsibility is to



Sheila Sithole, Gender Focal Person for Police, takes part in a costing workshop at the Esibayeni Lodge in Matsapha, Swaziland in 2012. Photo: Ncane Maziya

enhance gender mainstreaming in all sectors. The GFPs should have a strong link with the MGCD on gender mainstreaming of the public sector. In some cases, ministries have gender subcommittees tasked to facilitate and enhance gender-based planning and costing.

Stakeholders have implemented provincial and district committees as well as other community level subcommittees to ensure engendering of planning and budgeting processes at community level. There is a need to strengthen the links between the

planners, accountants, and GFPs and MGCD. All these require training in gender mainstreaming and gender-responsive budgeting. Many pieces of legislation can be enacted, but without resources little can be achieved.

GL signed an MOU with the DPM's office in 2014 which is yet to be launched, the organisation also signed an MOU with the Swaziland Local Government Association SWALGA, in 2012. GL is in a process of having meeting with the Ministry of Housing, the DPM's office and Tinkhundla Administration and Development that works on gender budgeting at the local level on synergies between this approach and the COE model to be strengthened in the second phase. GL Swaziland has also entered into a partnership with the SWAAGA on capacity building for women and men in local government. The SWALGA will be instrumental in making the cascading process run smoothly.

STAKE HOLDERS	ATTITUDES	CONSULTATIONS
SWALGA, DPMO, TDA, CANGO.	Keen to strengthen work at the local level especially on the SADC Gender Protocol and to continue collaboration.	Existing MOU with SWALGA and draft with DPMO; GL CEO met with Deputy Prime Minister and SWALGA representatives at regional summit to discuss GL work in Swaziland and the draft MOU. CANGO and the DPMO partnered fully with GL Swaziland in 2015 national summit.
Local Councils	Receptive, unsure of process on gender mainstreaming; many new councillors.	Step one of the COE's involves meetings to obtain buy in from relevant actors in councils.
NGOs and CBOs	Welcome COE process, necessary for progress in Local Government.	GL has presented the COE model to a range of NGOs, donors and funders in Swaziland and SWALGA is a key partner in implementation.
Communities	Some tenets of custom, culture conflict with gender equality.	Village level workshops on gender equality, CBOs also included.

Brief description of the target groups, final beneficiaries, needs, constraints and how action will address the needs.

Target groups	Final beneficiaries	Needs	Constraints	How the action will address the needs
Councillors and council officials of urban and rural councils	At least 12 current GFPs and GCs in 12 councils and a further 12 new GFPs and GCs in 12 new COEs; all with their gender committees, one for each council. The selection criteria is one GFP and one gender champion per council who lead to form gender committees that drive the gender agenda forward.	Capacity building in gender mainstreaming, gendered service delivery and budgeting.	??	Increased capacity will facilitate change in councils and communities by enhancing capacity of councils and chiefs to sustain the COE programme without depending on GL. Further roll outs to new councils will then be understanding by the regional representatives trained.
Communities		Changing of attitudes towards gender equality	Patriarchy and entrenched	Gender equality is a pre-requisite for social justice and economic development.
SWALGA	All members of the Association (urban councils)	To work in collaboration with partner GL in COE work and 50/50 campaign preparation for the next coming Local Government elections in 2017.	SWALGA not fully committed in all activities of councils e.g COE work.	Preparations for 50/50 campaign for the next coming Local Government elections. Full commitment of SWALGA will make work easier for GL and the councils.
CANGO (Coordinating Assembly of Non-Governmental Organisations)	All members of the consortiums e.g gender, children, agriculture etc. CANGO is the country alliance network – has MoU with GL as Secretariat. The nation .	CANGO provides leadership in coordinating the SADC Gender Protocol activities and the theme cluster networks; as well as campaigns	CANGO not fully committed in the country barometer and some of the activities. Like the Village level in all the 4 regions of the country. Barometer needs CANGO's membership inputs and editing before printing.	A well-researched barometer would put the country in a good position, to strengthen collaboration amongst the Gender consortium members through popularisation of the SADC Gender Protocol at village level.

In Coordinating Assembly of NGOs (CANGO), coordinates the Alliance at national level. A priority for the post 2015 period will be that the local network, backed by the regional secretariat, will focus on strengthening institutional mechanisms in order to facilitate advocacy work on raising awareness about the SADC Gender Protocol. It will also work on tracking its own implementation.

NGO activities are coordinated through the Deputy Prime Minister's office. NGOs work primarily in the health, education, environmental and social services sectors. NGOs can become members of the umbrella organisation for NGOs in Swaziland, the Coordinating Assembly for NGOs (CANGO). The National Emergency Response Council on HIV/AIDS (NERCHA) is a statutory council, mandated by the Swaziland Government to co-ordinate the national multi-sectoral response to HIV/AIDS.

RESULTS FOR CHANGE

Monitoring and Evaluation

GL employs a set of Monitoring and evaluation processes for all its programmes including the COE. These processes begin with the administration of gender score cards by participants and GL, to be re-administered after the process has run its course. In the case of the COEs, GL is aligning several of its programmes and focusing these on specific localities, working to ensure greater synergy as well as greater impact.

M and E for the COE programme			
ACTION	What is involved	By who	When
SADC Protocol pack – knowledge and citizen assessment of efficacy	Citizen score card and knowledge quiz, SADC Protocol	Country Manager, M and E Officer	March every year for country and regional barometer
COE verification – Gender Score Card (GSC)	Councils score themselves against 25 institutional gender indicators and use these to benchmark progress	Country Manager, M and E Officer	Annually in March
Drivers of change profiles; Changing Lives Analysis	Qualitative evidence of impact at individual level	M and E Officer	Ongoing
GBV indicators research – Gender Progress Score (GPS)	Local GBV level prevalence and attitude survey	GL Country Consultant, Country Manager	Beginning and end of the programme
Gathering and disseminating best practices	Annual district, country and regional summit	Governance manager, country staff	March/April every year
COE Learning Paper	Summative paper on all the above	Country Manager	May/June each year
Gender Empowerment Index	Quantitative evidence of attitudes and understanding of gender relations, GBV and economic standing of women who have survived GBV.	Country consultant, Intern.	Before and after entrepreneurship training.
I stories	These are personal accounts of GBV (qualitative research)	Country Manager, interns.	Before and after entrepreneurship training.

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 SGP 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.

Key issues include:

- **External:** Political uncertainties, partnerships and financial uncertainties in the councils constitute important external challenges. GL will continue to strengthen the approaches that have made it possible to function so far. These include working closely with key ministries and councils and council association; balancing work with urban and rural councils; nurturing and expanding partnerships, and insisting that councils to make in-kind and direct contributions to the work to enhance ownership.
- **Internal:** GL's limited internal capacity and teething office set up challenges are being addressed through the installation of Pastel Evolution in the Swaziland office so that for accounting purposes the office becomes a branch of GL that syncs with HQ accounts but is administered autonomously. GL has also reviewed all finance, administration, Human Resource, IT, communications, Monitoring and Evaluation policies for 2014 to ensure they cater fully for expanding country operations. The GL anti-corruption policy is a cornerstone of all operations.

Strategic thrust 2016-2020

SWAZILAND GL Programme focus 2016-2020		
Alliance	Governance and economic justice	Media
<ul style="list-style-type: none"> Strengthen the work of the Alliance Continue to raise awareness of the Post-2015 SADC Gender agenda Measure progress towards the SADC Protocol on Gender and Development and SDG 5 through research and publication of the Annual Barometer. Hold district and national SADC Gender Protocol@Work summits to gather and share good practices. 	<ul style="list-style-type: none"> Introduce the COE process to 12 new councils to bring the total up to 24 Ensure at least 24 councils develop GBV action plans. Roll out 10 more councils for the entrepreneurship programme for 100 survivors Strengthen gendered mainstreaming networks in the private sector. Train prospective women councillors for the 2017 local government elections and aspiring women candidates for the 2018 national elections. Cascade COE's to the remaining Tinkhundla centres through collaboration with the Ministry of Tinkhundla Administration and Development and the DPM's office and capacity building of chiefs, gender champions and focal persons in the programme. Ensure that budgets are reflective of people's needs and priorities through costed gender and GBV action plans in all local councils. Monitor and evaluate inputs against outcomes and impact using qualitative and quantitative methods. Promote knowledge dissemination, networking and structuring of networks through summits, Regional Gender Fora, twinned councils, exchange visits and a community of practice for promoting gender mainstreaming. Hold district and national Gender Protocol@work Summits annually. Cascade the entrepreneurship programme to all COES and concretise post training arrangements and pledges to support the women. 	<ul style="list-style-type: none"> Promote gender equality in and through the media and conduct effective campaigns for ending gender violence, HIV and AIDS, as well as promoting economic and climate justice and LGBTI rights

Overall activities to achieve this

Outreach	Gender Community of Practice (GCOP)
Target group(s)	Increasing number of COEs that join the platform. Vibrant GCOP where ideas, documents and campaigns are shared and promoted among local government councils.
Final beneficiaries ⁵	Community, local government association, CBOs involved in gender mainstreaming.
Main activities	COE workshops, SADC Protocol Village level dialogues, rural and national summits and 50/50 campaigns for the local government (2017) and national elections (2018)

Summary of proposed GL Swaziland COE roll out strategy.

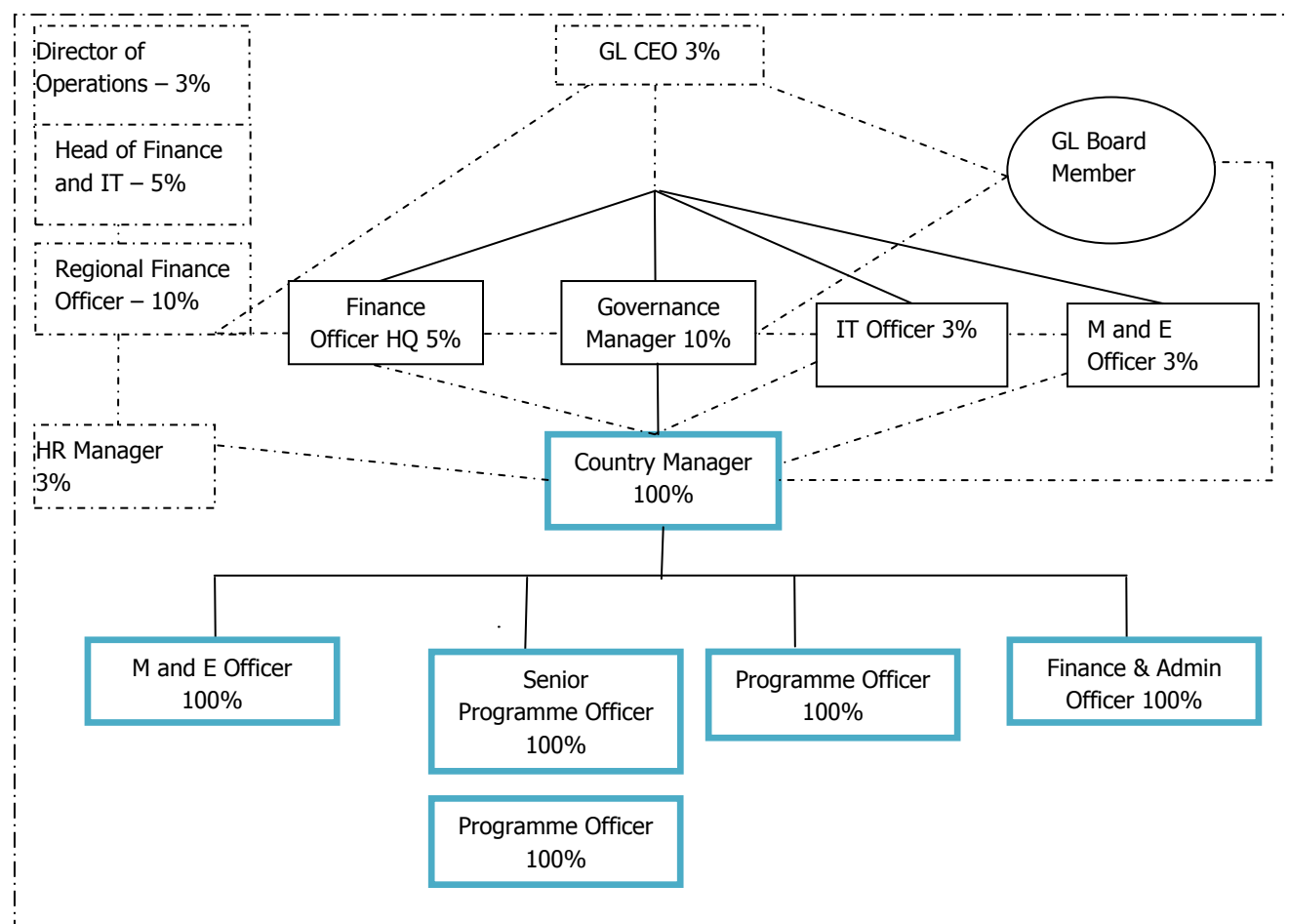
REGIONS	Current COEs			Proposed COEs			% COE by 2016
	URBAN	RURAL	TOTAL COE	URBAN	RURAL	TOTAL COUNCILS	
HHOHHO	4	4	8		4	12	12
MANZINI	3	3	6		3	9	9
SHISELWENI	4	3	8		3	10	10
LUBOMBO	2	2	4		2	6	6
TOTAL	12	12	24		12	37	

List of Tinkhundla Centres that Gender Links would be working with on the Gender and Local Government Centres of Excellence at the community level.

Region	Inkhundla/Rural Current COEs	Council (Urban)
Hhohho	Motshane	Ngwenya Town Board
	Lobamba	Ezulwini Town Council
	Mbabane West	Mbabane City Council
	Piggs Peak	Piggs Peak Town Council
Manzini	Ngwempisi	Mankayane Town Board
	Ludzeludze	Matsapha Town Board
	Mafutseni	Manzini City Council
Lubombo	Siphofaneni	Siteki Town Council
	Mhlume	Vuvulane Town Board
Shiselweni	Shiselweni 1 (Maseyisini)	Nhlangano Town Council
	Mtsambama	Hlatikulu Town Board
	Somntongo	Lavumisa Town Board
TOTAL	12	12

⁵ “Final beneficiaries” are those who will benefit from the action in the long term at the level of the society or sector at large.

INSTITUTIONAL EFFECTIVENESS



The Swaziland office is run by a consultant with the help of interns. The office is supported by GL head office through the governance manager, regional finance officer, Director of Operations, Head of Finance and IT and the Chief Executive Officer. Their respective time inputs are illustrated in the organisational chart. Staff *not* in the chart who support GL's other programme work in Swaziland include a consultant, an intern and the outsourcing of facilitation when appropriate e.g. training facilitation and research.

Risks and risk mitigation

RISKS	MITIGATION
EXTERNAL	
Funding is very limited	<p>Every effort needs to be made to raise funding and the following will need to be considered:</p> <ul style="list-style-type: none"> • Diversified funding base to include private sector • As many potential funders as possible need to be approached • More effort needs to be made in securing in kind support

RISKS	MITIGATION
	<ul style="list-style-type: none"> Where in kind venues are not available this must be explicitly catered for in budgets e.g. where no suitable venue is available from the local council or community.
Swaziland is a patriarchal society where some rights for women are recognised but not practised which may undermine participation by councils in the COE programme.	
The turnover of representatives in urban councils and Tinkhundla centres.	GL inducts new councillors after elections where needed. The "hub" clusters will be ideal structures through which passed elected officials can pass on their knowledge to new officials.
INTERNAL	
Inadequate staffing and no GL Office	Funding needs to be secured for the reestablishment of the office and country manager and staff needed to run programmes that get funded.
There is no finance officer in country.	Funding will need to be raised.
Challenges with technology and systems holds back progress e.g. SAP.	
Decisions made with regard to country programmes	This is being addressed through the new COE model.

Sustainability post 2015

Key sustainability measures may be summarised as:

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

- Linking the local government work to national, regional and global processes through the 50/50 campaign.

Funding

Swaziland has a critical funding shortage and needs to raise funding from a diversity of sources and a strategy to achieve same should be drawn up/

Diversification

The funding opportunities in Swaziland are not as widespread as in other lower income countries. It is therefore imperative that Swaziland Gender Links (SGL) change their funding model to offer the potential for diversified funding sources. This should include:

- Developing an understanding of the potential for private sector support in the way of funding, in kind allocations and sponsorships. This requires developing a proposal template aimed at the private sector.
- The enterprise programme should be rolled out in the first instance to councils that are able to provide post training support and or funding giving GL time to plan for those that are unable to provide substantial support.
- In kind support should be sort where ever possible for venues
- As many potential sources of funding as possible will need to be identified as soon as possible.
- SGL should produce a services model for providing training and services to organisations and government departments.
- SGL should provide services of counselling and legal advise to GBV survivors

Annex A: Beneficiary analysis

Council	Female	%	Male	%	Total	Direct beneficiaries	Indirect beneficiaries
HHOHHO REGION							
Ezulwini		50		50	100	200+	10936
Mbabane					100	500+	67000
Piggs Peak		27		73	100	400+	22187
Ngwenya		33		67	100	500+	2187
HHOHHO REGION - RURAL							
Piggs Peak							
Motshane							
Lobamba							
Mbabane East							
MANZINI REGION							
Mankayane		20		80	100	100+	3000
Matsapha		27		73	100	500+	73000
Manzini		63		37	100%	500+	94874
MANZINI REGION RURAL							
Ngwempisi							
Ludzeludze							
Mafutseni							
LUBOMBO REGION URBAN							
Siteki		60		40	100	400+	20978
Vuvulane		20		80	100	200+	4165
LUBOMBO REGION RURAL							
Siphofaneni							
Mhlume							
SHISELWENI REGION URBAN							
Lavumisa		60%		40%	100%	100+	5 547
Hlatikhulu		13%		87%	100%	100+	4000
Nhlangano		25%		75%	100%	100+	4000
SHISELWENI REGION RURAL							
Somntongo							
Matsambama							
Shiselweni 1 (Maseyisini Inkhundla)		80%		20%	100%	100+	
Total							249387

NB:

1. Red= existing council; Blue= New Councils
2. Direct beneficiaries= Councillors and staff.
3. Indirect beneficiaries= Population served by these councils.

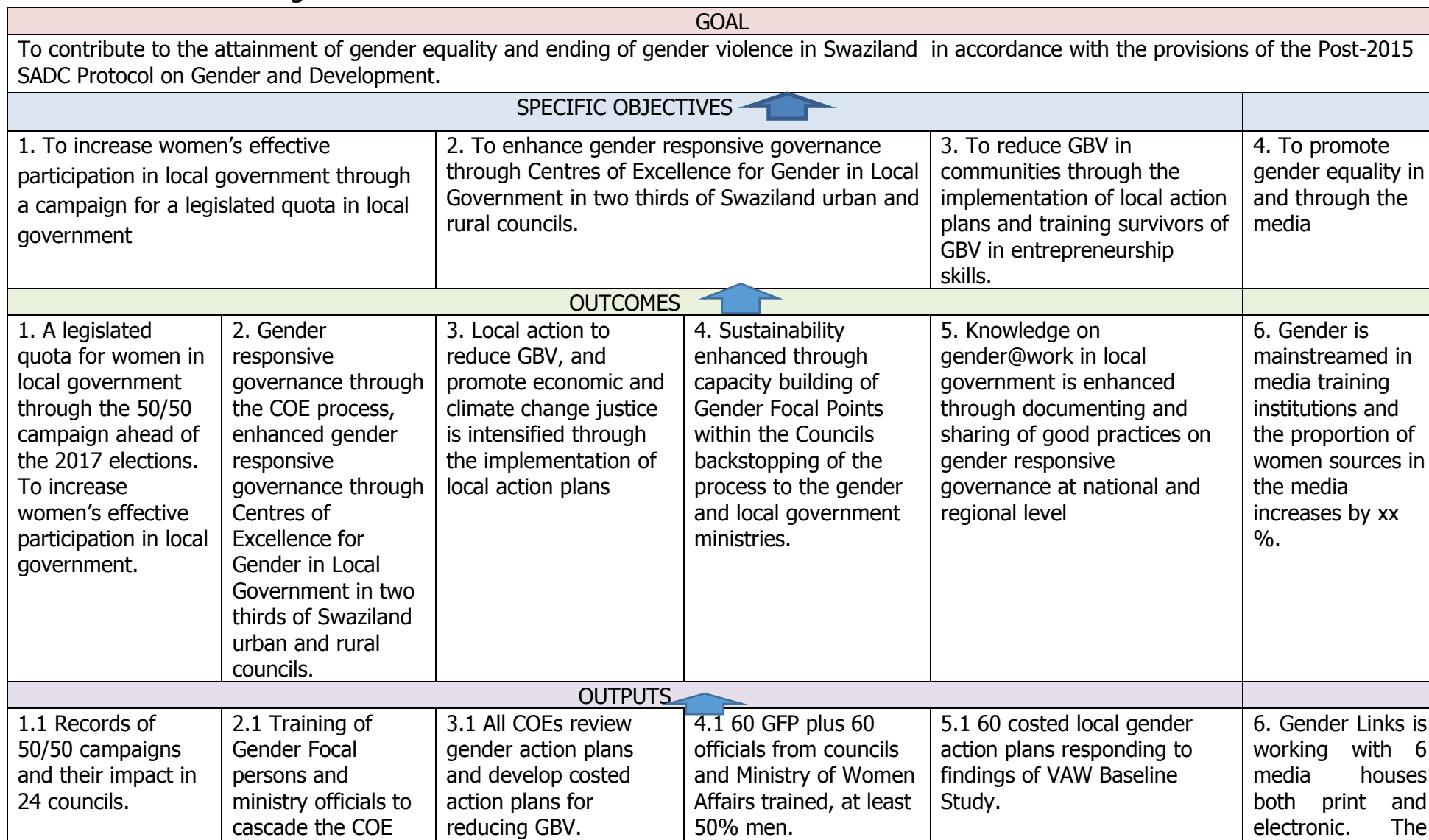
Annex B: GL Swaziland SWOT 2015

	Strengths	Challenges	Opportunities	Actions
EXTERNAL				
Political environment	Stable with male headed monarchy	Gender equality	Continue to pursue 50/50	Continue to work with partners and government especially at local level.
Economic environment	Middle income	Funding very difficult to raise	Private sector	Need to diversify funding sources
GL Programmes	Implementation of the three main programmes, Local government, Alliance and the media	Implementation of the new COE councils, it took 2 years to get a buy in from the relevant authorities. (Tinkhundla Ministry)	Progress in getting buy in from chiefs from all the Tinkhundlas GL work with in the 4 regions of Swaziland.	Presentation of the COE work and implementation of the project from all Tinkhundla centres.
Alliance	Support from CANGO and the DPM's office	No clear communication between country and HQ. no change in Barometer pictures and information	Work in collaboration with CANGO and government and the civil society at large	Country Barometer 2016 research, continue with village level dialogues.
Media	Gender mainstreaming in the media	All media houses developed their action plans but only one with a Gender Policy (Swazi TV)	The COE approach builds on GL experience in working with media houses on developing and implementing gender policies and action plans.	Developing of gender policies and also include Channel Swazi to the COE programme.
Governance – 50/50	Upscale 50/50 representation of women in leadership and decision making positions through conducting the local government and national campaigns.	Late start of campaign and cultural beliefs in some of the women. Women don't vote for each other.	Partnering with Women Caucus parliamentarians and start at least a year before the elections.	Successful 50/50 2017 and 2018 elections campaigns.
Gender and local government COEs	12 urban councils have and adopted their action plans. Achieved buy in from Tinkhundla Ministry and chiefs from 3	The number of chiefdoms in each constituency.	Very good and supporting working relationship with Focal Persons and Regional Secretaries.	To continue with COE cascading in the outstanding new councils.

	regions. Have started working with new COEs.			
Justice	GBV indicators at the local level contributing to national surveys.	There is a need to do a country wide GBV survey. This would assist in building up a national picture. So far there is no survey conducted in the country except for the one that was conducted by UNICEF in 2007 and it was focusing on children.	Funding available at UNICEF need to come up with a good proposal.	Proposal write up in collaboration with the DPM's office.
Entrepreneurship	Completed all phases and the backstopping of the programme. All participants have their own business plans.	Need more funding to assist entrepreneurs to start their own businesses.	Exposure for GL and learning opportunities for GBV survivors.	Councils to own this project by assisting the trained GBV survivors with seed funding and also allocating them with free space. Council should also assist in monitoring their books.
Partnerships	Signed an MoU with SWALGA, CANGO and awaiting one from DPM's office.	MoU with the DPM's office is finalised but it is now delayed at cabinet	To popularise the SADC protocol in all the 55 Tinkhundlas starting with 12. Buy in from the chiefs.	Continue with cascading COE work in outstanding new councils and also to cover all 55 Tinkhundla.
Results for Change	Effective guide on country's results for change activities	No capacity building for staff on how to utilise the tool for a good progress of the country's activities.	It's an advantage to the country and the staff to be able to see if there is progress in the implementation of the programmes/projects.	Monthly updating of the Results for Change.
INTERNAL				
Corporate governance				
Finance	Monthly reconciliation of finances by the intern and sent to HQ.	Sending of one and the same documents more than once. There is a lot of negligence in the finance department at HQ, each and	The use of pastel is a great opportunity than manual. Documents can be easily saved.	Developing of folders and save all finance documents by country (Swaziland) that would ease the job of the accountant and the staff in

		every month documents get lost.		country.
Human resources	Good HR Skilled/qualified people; Good technical skills	Skills not applied to correct job specification.	Internships for growth; Skills development – learning opportunities	Add variety whenever possible. Limit overtime through ongoing coaching
Offices				
IT	Effective Information technology and communication systems	Only one IT specialist who is taking care of all the countries, it makes the process a bit difficult when one needs assistance.		Improvement of the IT section.

Annex C: Intervention logic



	model. All stages of the COE process are completed and new councillors inducted.				COE approach builds on GL experience in working with media houses on developing and implementing gender policies and action plans through a six-stage process.
1.2 No of meetings held. Qualitative strategic nature of decisions taken	2.2 100 x Drivers of Change profiles	3.2 Increased economic empowerment of GBV survivors	4.2 Manual and action plan for backstopping of COE process by ministries.	5.2 24,000 attitude surveys administered at beginning and end of the programme.	
1.3 Progress towards the adoption of the legislated quota for women in local government in the 2017 elections	2.3 100 x Gender Aware Leadership Scores	3.3 2 district and 1 national summits x 400 pp; 100 case studies		5.3	Media participation and coverage
1.4					

