



## **GL Mauritius Strategy 2016 -2020**





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## EXECUTIVE SUMMARY

KEY INDICATORS FOR MONITORING GL MAURITIUS WORK		
	2015	Target 2020
<b>Impact level indicators</b>		
SADC Gender and Development Index Score	31	50
Citizen Score Card	62	80
Life time experience of GBV (where applicable)	23% of women's experience and 22% of men's perpetration	Figure should go down
Gender Progress Score	72% female, 68% male	stable
% women in parliament	12%	30%
% women in local government	26%	50%
% women sources in the media	22% (in 2014)	50%
<b>Outcome level indicators</b>		
Average Gender and Local Government Score (GLGS)	81.4 %	90%
Highest GLGS	Black River-86%	Should improve
Lowest GLGS	Riviere du Rempart 20%	Should improve
Contribution by councils to COE work as a percentage of overall budget	R 244253	
Average Gender and Media Score (GMS)	91.26% (2014)	95%
Highest GMS	MBC 99% (2013)	100%
Lowest GMS	Le Mauricien 59% (2013)	65%
<b>Outreach indicators</b>		
No of local government COEs	12	
No of GBV survivors trained in entrepreneurship	200	
No of indirect beneficiaries (population covered)	Families of beneficiaries	
No of media COEs	4	6
No of participants in events	705 (according to epi)	
% men participating in GL events	39% (275 men)	50%
No of partner MOU's	6	Need more
<b>Institutional indicators</b>		
No of staff and interns	1 staff and 2 interns	2 staffs 1 intern
Average length of service	CM: 2 years -Intern SB: 15 months-Intern SC-6 months	
Budget	R 938,693	
Operational costs as % of budget	22%	
VFM savings as % of budget	15%	
VFM leveraging as % of budget	?	

## Executive Summary

This strategy concerns GL's operations in Mauritius over the next five years. Registered in March 2008 GL Mauritius is a branch of Gender Links, a Southern African NGO that championed the adoption of the SADC Protocol on Gender and Development, a sub-regional instrument that brings together key regional and global commitments into one instrument with 28 targets to be achieved by 2015. GL mainstreams these targets in its core media, justice and governance programmes. GL coordinates the Southern African Gender Protocol Alliance that campaigned for the adoption, and implementation of the Protocol. The Alliance is currently leading a campaign for the review of the SADC Gender Protocol in line with the Sustainable development Goals.

GL is recognised globally for bringing together a coalition of gender NGOs that campaigned for the elevation of the Southern African Development Community (SADC) Declaration on Gender and Development into a Protocol with 28 targets to be achieved by 2015. GL coordinates the Southern African Gender Protocol Alliance that brings together national coordinating networks; regional theme clusters and interest groups to lobby for the implementation of the Protocol, which was Southern Africa's roadmap for achieving MDG 3 - gender equality. GL is now actively involved in the review process of the Protocol in order to align it with the newly adopted SDGs. GL is also leading a campaign for an addendum to the Protocol on Gender and Climate Change, a cross cutting theme in all its programmes.

Mauritius is a small country both in terms of geographical and population size. Rallying synergy within civil society organisations is an imperative for concerted and effective action. To achieve this GL works closely with several NGOs such as the Media Watch Organisation, **AILES, CUT, PILS, LEAD**. In addition the Alliance in Mauritius works closely with the Ministry of Gender and other relevant ministries to promote Gender issues and women's rights, equality and justice. Over the last five years, GL's work in Mauritius spanned across the following actions:

1. Successfully conducted a violence Against Women (VAW) Indicator's Research in the country
2. Rolled out the Centres of Excellence (COE) Programme in 12 localities and 76 villages. These have now adopted and are currently implementing the Centres of Excellence (COE) process;
3. Conducted active advocacy campaigns on ending Gender Based Violence (GBV) in schools, universities, women associations, private sector
4. Increased the capacity of women in leadership and political representation in all spheres of government – from local to national; and engaged actively with the media to ensure gender sensitive reporting.
5. Entrepreneurship programme for survivors of Gender Based Violence. Where Personal testimonies of the survivors was written and a 3 phase programme was put in place to train/educate and monitor success of the survivors in their life and business

GL Mauritius most impactful action has been at the level of its work at local government level. On women's political representation, GL led a multi-dimensional campaign which resulted in a major breakthrough in the form of a historical Constitutional amendment adopted by the Government in 2012 to include a gender neutral clause in the Local Government Elections Act. This in turn brought about a spectacular jump in the proportion of women in urban local council elections. Prior to the December 2012 local elections, women comprised a mere 6.4% of all urban and rural councillors but this figure hiked up to an overall 26% after the 2012 local elections. In the recent 2015 urban local elections, women maintained the strides that had been achieved so far. The new women councillors had benefitted from campaign training prior to the elections, as well as training after the elections through the local government Centres of Excellence (COE) project. This

demonstrates how effective GL's campaign has been in bringing gender balance in local governance. GL Mauritius' work at local government level has also been marked by the breadth of work done through its Governance Programme. Most of the urban and rural councils have now adopted and are implementing the Centres of Excellence (COE) process.

However, the new political landscape means that GL will need to go back to the drawing board in its work with local government. In 2015, new local (urban) elections were held. This resulted in a completely new set of councillors. Therefore the strategy over the next five years will be to strengthen the existing COE model through on-the-ground backstopping with the new councillors; and further programming, including expanding the economic justice and climate change dimensions of the COE model.

The funding landscape presents another major challenge for GL Mauritius. Given that Mauritius is considered as an upper middle income country, donor funding is becoming increasingly sparse. GL Mauritius will therefore pursue a targeted corporate philanthropy campaign to raise funds by leveraging on the unique CSR legislation which calls for mandatory contribution of 2% of all corporate profits to be channelled to either the National CSR Fund or to individual NGOs.

Furthermore, in order to generate revenue as well as diversify its areas of impact, GL Mauritius will pursue Training on Gender Issues through its newly set up GL Mauritius Training Academy. The following graphic illustrates the key thrusts for GL Mauritius over the next strategic period.

## STRATEGIC POSITIONING

### Regional context

Southern Africa must confront a myriad of challenges as it attempts to address the needs and aspirations of its 100 million people, 40% of whom live in extreme poverty with per capita incomes ranging from \$256 per annum in Zimbabwe to \$5099 in Mauritius. The greatest challenge of the Southern Africa Development Community (SADC) continues to be the need to build a life for its people free from poverty, disease, human rights abuses, gender inequality and environmental degradation. The majority of those affected by these conditions are women. Across the globe, there is a consensus that gender equality is integral to economic growth and poverty eradication.



The SADC Protocol on Gender and Development (SGP) provides "a roadmap to equality" for SADC member states. By implementing strategies to achieve the 28 targets in the SGP governments are increasing women's equal access to opportunities.

GL coordinates the **Southern African Gender Protocol Alliance**, a coalition of NGO networks that successfully campaigned for the elevation of the SADC Declaration on Gender and Development into a more legally binding Protocol in August 2008 soon after the start of this project.

This unique sub-regional instrument brings together all existing commitments to gender equality and sets specific targets, indicators and timeframes for achieving these. Targets of the Protocol to be achieved by 2015 include:

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

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

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

### Country Context

Mauritius, officially the Republic of Mauritius, is an island nation in the Indian Ocean about 2,000 kilometres (1,200 mi) off the southeast coast of the African continent. The estimated resident population of the Republic of Mauritius was 1,261,208 as of 1 July 2014. The female population was 637,032 compared to a male population of 624,176. The population on the island of Mauritius is 1,219,265, and that of Rodrigues Island is 41,669; Agalega and Saint Brandon had an estimated total population of 274. Mauritius has the highest population density in Africa.

Mauritius is viewed as a peaceful and politically stable country and is ranked high in terms of economic competitiveness, a friendly investment climate, good governance and a free economy. The Gross Domestic Product (PPP) was estimated at \$22.025 billion in 2014, and GDP (PPP) per capita was over \$16,820, one of the highest in Africa. Therefore, Mauritius is considered to be an *upper middle income economy*. For the fifth consecutive year, the World Bank's 2013 Ease of Doing Business report ranked Mauritius first among African economies and 19th worldwide out of 183 economies in terms of ease of doing business.

The National Assembly has 62 elected members elected in 20 three-seat constituencies and one two-seat constituency (the island of Rodrigues). The elections are held using the block vote system, whereby voters have as many votes as there are seats available. In addition to the elected members, the Electoral Supervisory Commission has the power to appoint a further eight members. The additional members are chosen from amongst the unsuccessful candidates who received the highest number of votes, and are appointed with the aim of balancing the parliamentary representation of different ethnic groups.

While Mauritius is one of the most stable and vibrant democracies in Southern Africa, women's representation in political decision-making remains a sore point. In the 2010 national elections, women's representation in parliament rose from a mere 5.6% after the 2005 national elections to 19% in 2010. However this percentage has now regressed to 11.6% after the 2014 national elections. Although Mauritius now has its first female president who is very much aware of the work that needs to happen with women in

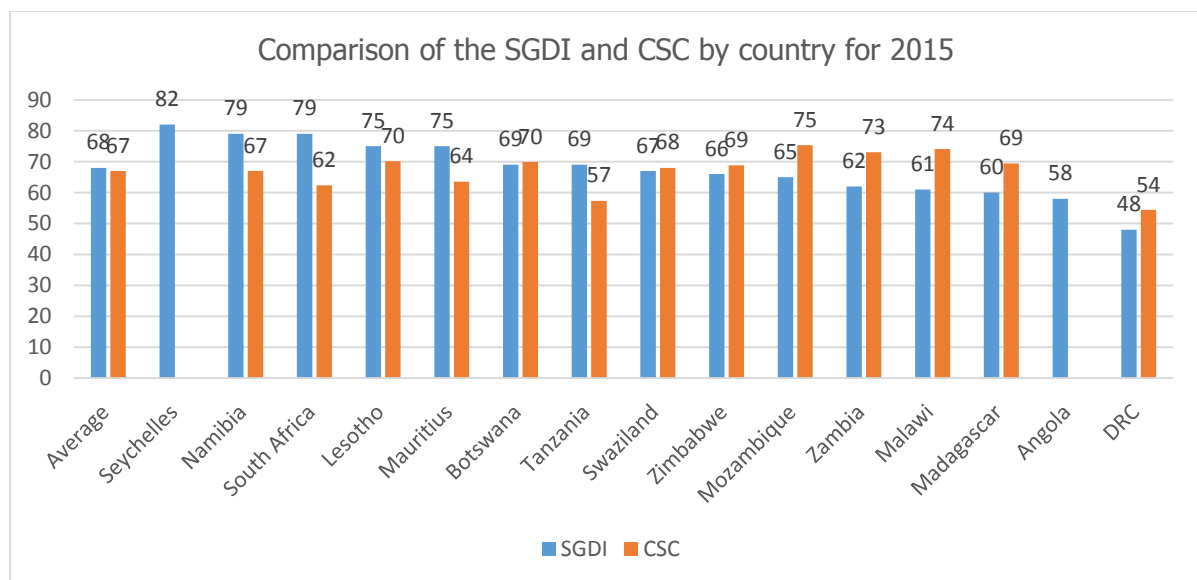




Parliament, Gender based violence (GBV), Gender Equality and female health, this post is largely ceremonial and devoid of effective executive powers.

Mauritius' society is characterised by deep patriarchal attitudes, gender-oppressive traditions and customs that contribute heavily to the gender democratic deficit of the country. Moreover discriminatory cultural and patriarchal attitudes have seen the emergence of other discriminatory practices in the work place, private institutions and other decision-making positions. Women continue to face significant disadvantages in all aspects of their public and private lives. In November 2012, GL launched the report of its findings of the "War @Home" survey. The extent of GBV is alarming for such a small country. One in four women have known violence in a lifetime and the figures are on the rise.

According to the 2015 SADC Gender Protocol Barometer, with a score of 75% Mauritius ranked fifth in the SADC region using the SADC Gender and Development Index that is based on 23 empirical measures of gender equality. The Citizen Score Card, based on the perceptions of ordinary women and men put Mauritius in ninth place, with a very similar score to the SGDI (64%).



The low political, economic and social status of the majority of women in the country, is one of the country's major Post-2015 development challenges. If gender equality and women's empowerment are not put at the centre of the country's new development agenda, the aspirations and ambitions of women to become co-drivers of the country's transformation will not become a reality.

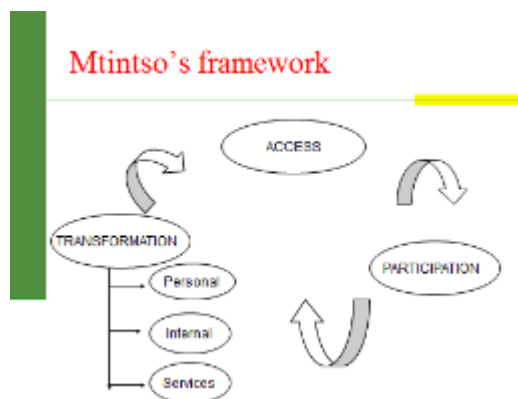
Entrenched patriarchal attitudes and a backlash to the strong gender equality and women's rights provisions in the Constitution may affect the achievement of gender balance in institutions in the public and private spheres.



## 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. While society generally identifies other forms of inequality, gender inequality is so *normalised* that it often goes unnoticed, including by women who have been socialised to accept their inferior status. Gender inequality follows the *life cycle* of most women from cradle to grave. Despite changes in laws and Constitutions, many women remain minors all their lives – under their fathers, husbands, even sons, and as widows subject to male relatives.

GL's Theory of Change posits that while individual, family, community and societal factors often become a vicious negative cycle that militates against change each one of these layers can be reversed into a virtuous positive cycle that results in change. GL led the campaign for a SADC Protocol on Gender and Development with 28 targets to be achieved by 2015. GL works to achieve these targets in its media, governance and justice programmes. GL's full Theory of Change can be found on: <http://www.genderlinks.org.za/page/policy-briefs>.

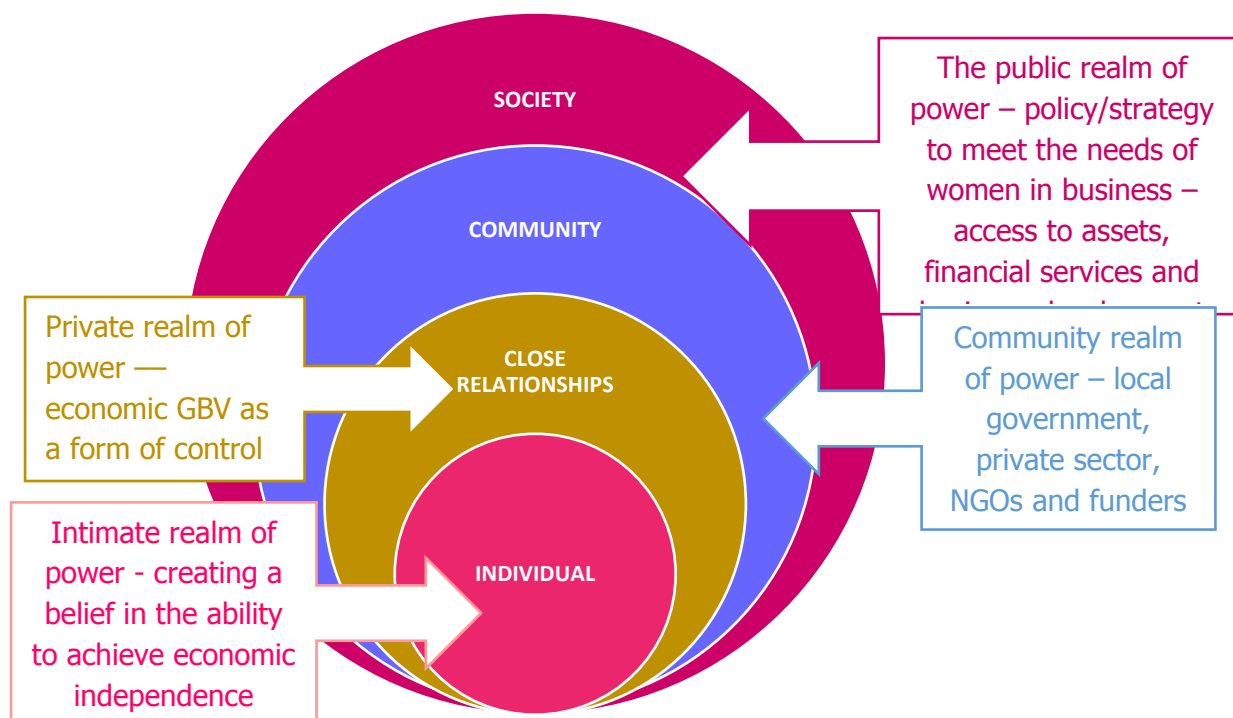


In its work on gender and governance, GL makes use of Thenjiwe Mtintso's access-participation-transformation framework. Mtintso posits that for women to make a difference, they must first have **access** to decision-making positions from which they have been excluded through formal and informal barriers.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

Mtintso argues that access alone is not enough. Women can be in decision-making positions but

still be excluded as a result of not occupying leadership positions in those structures, capacity constraints, and or informal barriers that effectively still silence women. Measures therefore need to be taken to enhance women's **effective participation**. Access and effective participation provide the basis for **transformation** or change. This is measured internally through changes in institutional culture, and externally through the services delivered. At a **personal** level change is measured through the increased agency of women, and changes in the attitudes of men.

## GLs Theory of change



### Partnerships

Since the opening of the office, GL Mauritius has succeeded in building a broad network of partnerships in government and civil society. These “smart partnerships” will be expanded in 2016-2020.

AREA OF WORK	PARTNER	EXAMPLES OF COLLABORATION	HOW THIS WILL BE BUILT ON
<b>Violence against women Baseline study</b>	Private sector	Sensitisation Training in hotels and private companies	Have focal person in the different organisations
	Ministry of Local Government and ministry of Gender	Training and advocacy work through the 10 stage process	Gender Main streaming in Private organisation New socio economic programme
	Schools and universities	Training on GBV in schools and universities	
<b>Alliance work</b>	Media Watch, LEAD, CUT, AILES	Worked on a symposium to increase number of women in Parliament and cabinet. Lobby for more women candidates in 2014 election	Work with the alliance to sensitize people on GBV and more women politicians
<b>Gender and Local Government COE work</b>	Local Government Forum	Getting buy-in for the COE process and conducting the 50/50 campaign	Capacity building for women in local government

## Programme of action

The GL Mauritius Programme of Action (POA) reflects the organisation's overall work, goal and vision. At the overarching level of the SADC Gender Protocol, GL works with .... The Alliance in Mauritius has worked closely with the Ministry of Gender as well as the Ministry of Local Government in its advocacy to increase the level of women representation in local government. This resulted in a historic amendment to the



Mauritius Constitution in 2012 which led to a major increase in the number of women as local councilors. GL's

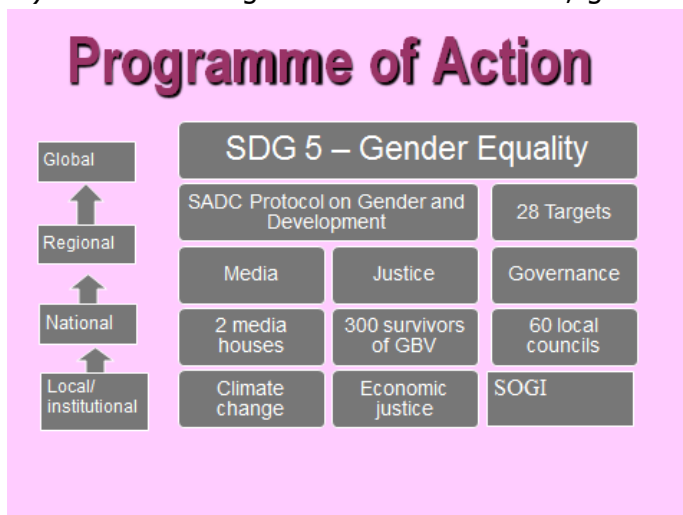
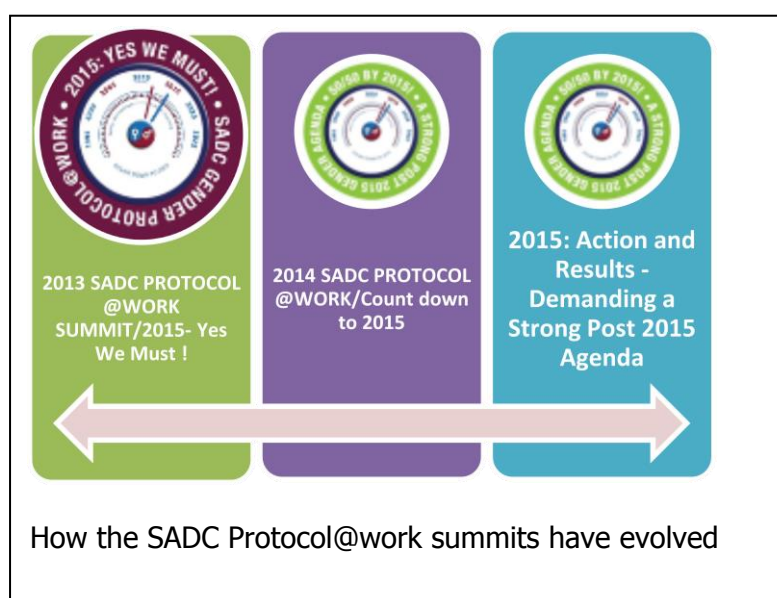
Governance Programme has also covered most of the local councils through its COE model.

The COE's bring together research, policy, action plans, on the job support and capacity building in a unique model that gives local expression to the 28 targets of the SADC Protocol on Gender and Development. 12 District and Municipal Councils as well as 5 villages have joined the COE process in Mauritius; and an additional 30 villages joined in 2013.

## Alliance

The Southern African Gender Protocol Alliance, or Alliance programme, forms an umbrella to all of GL's programmes connecting the dots from the local to the global level. It includes five projects: research through the annual barometers, the SADC Gender Protocol summits, institutional strengthening, costing and alignment of gender policies and action plans to the SADC Gender Protocol, and the post 2015 agenda. SADC is the only region in the world with a legally binding omnibus instrument for achieving gender equality. Through pushing the boundaries of the Millennium Development Goals (MDGs), and setting targets in such areas as Gender Based Violence and the media, the SADC region is at the forefront of going beyond minimum standards in the post 2015 agenda. However, this one-stop-shop for gender equality expires in 2015, posing the risk of stagnation just as the rest of the world moves forward to adopt the Sustainable Development Goals (SDGs). 2015 is a year to raise the bar for the region beyond minimalism to have a rights based framework that will ensure voice, choice and control for each SADC citizen. It is a year to be game changers on how we conduct advocacy, research and presentation around it. However, it is also a year to look through the gaps so that no one is left behind in this new era. At a time when resources are dwindling and development funds are channelled through governments and the private sector, it is critical for the Alliance network to maintain the web of influence in the region and beyond through innovation and joint ventures for gender equality.

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



2013, as the local level work gained ground, and the Alliance country work strengthened, GL and partners decided to bring the local government and media summits together in one SADC Protocol@Work summit, preceded by twelve country summits.

In 2014, the Alliance cascaded the summits to district level. The summits will continue to provide a learning platform for civil society and citizens through bringing together various networks and championing dialogue between grassroots and policy makers. As we move forward the summit will be a platform to take forward implementation of the Post – 2015 Protocol from a regional to an international level and use of IT for global reach.

Annually the Alliance produces Barometers which benchmark progress by SADC countries' towards achieving each of the 28 targets of the SADC Gender Protocol by 2015. Since the baseline barometer in 2009, the Alliance has produced a Barometer each year, assessing progress in the count down to 2015. The Southern Africa Gender and Development Index (SGDI) introduced in 2011 is based on empirical data for 23 indicators. This is complemented by the Citizen Score which gives ordinary citizens an opportunity to hold their governments to account. Case studies of the [SADC Gender Protocol @ Work](#) provide qualitative insights on how the SADC Gender Protocol is used as a tool to promote gender equality. The Barometers are produced for countries and for the region as a whole.

### ***Overview of Mauritius Summit 2015.***



Members of the Alliance, Media and Local Government needed to come together, as we are rapidly moving towards the



deadline of the SADC Protocol Alliance. It was necessary to take stock and turn up the pressure for implementation of and accountability towards the Protocol. In addition it was a platform by which the participants would develop a post 2015 strategy for the continued work of the Protocol after its evaluation. Similarly, the MDGs also have a deadline of 2015, so the summit was intended to profile and affirm the work of different stakeholders. Prior to this monumental event, GL held 1 District Local summits for Local government Centres of Excellence councils. Thus this was the platform on which the 4 entities would engage and come up with strategies and synergies.

### ***Objectives of Mauritius summit***

#### ***Unique features of the 2015 Summit***

- Cascading for the first time to district level (however in Mauritius there was only a National Summit), for verification of the local government COE's, and entrepreneurship training.
- A stronger institutional and sustainability focus, with new categories for government ministries and the Alliance networks.
- Theme entries focused both on the implementation of the provisions of the SADC Gender Protocol and also how a post 2015 SADC Gender Protocol could be strengthened.
- A special category on the 50/50 campaign, to put the spotlight on SADC countries in the ten elections due to take place over the next two years, and turn up the pressure for delivery.

- A special category on gender and climate change, to increase pressure for strong provisions on gender and sustainable development in the post 2015 SGP.
- Greater visibility to NGOs, a key cross-cutting Alliance partner.

## Summit outputs

### *Analysis of awards winners*

CATEGORY	Winner		TOTAL	
	M	F	M	F
Entrepreneurship	0	2	0	12
Leadership		1	1	2
Climate change		1	3	1
Education and Training	0	1	1	6
Gender Based Violence	0	1	0	2
50/50	0	1	0	2
Hiv and Aids		1	2	2
Constitutional and legal rights		1	1	1
Ministries		1		2
Media		1		3
Local Government COE		1		4
<b>TOTAL</b>	<b>0</b>	<b>12</b>	<b>8</b>	<b>37</b>

## Media



In the media programme, GL has conducted ground-breaking research on gender in the media and media content, as well as in media education. GL is currently working with six [Centres of Excellence for Gender in the Media](#) (media houses) in Mauritius on developing and implementing gender policies and action plans through a six-stage process. The focus of this process is on-the-job training and support and impact assessment. Training is mainly on understanding and reporting on key thematic areas espoused in the SADC Gender Protocol. On impact assessment GL also monitors these media houses to assess the extent to which gender is mainstreamed in both institutional and editorial practices.

Over the next period, the Media Programme will disseminate the findings of its Gender and Media Progress Study (GMPS) and leverage upon it to raise awareness about discrimination within and through media houses. We will also conduct GMDC seminars as well as training programmes for journalists

## Governance



Gender Links flag ship programme is the Centres of Excellence for Gender mainstreaming in Local Government (COE) programme which is focused on on-site capacity building for local government authorities in gender mainstreaming and promoting gender equality. Various programmes have been implemented in order to ensure the increased number of women in politics. This process includes the collection of best practices on service delivery in Councils with stake holders and partners and empowering women to take up political positions. It is also used as a platform for survivors of GBV to share and document their experiences. The programme focuses on the mainstreaming of gender in local government through a unique, UN-acclaimed<sup>1</sup> 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.



## Methodology

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.	Action planning: 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.	Commitment: Getting councils to make a public statement about their intentions with regard to the action plan.
7	Media, campaigning skills.	Capacity building through on-the-job training with council officials and political leaders. Assisting councils and communities to apply these new skills through running major campaigns, e.g. 365 Days to End Gender Violence; the 50/50 campaign etc.
8	IT for advocacy.	
9	Monitoring and evaluation	Tracking: 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.

<sup>1</sup> The COE model is one of seven best practices in mainstreaming gender in Africa featured in a compendium of good practice on gender mainstreaming by the UN Economic Commission for Africa.

Gender Links Mauritius identified Councils where the Chief Executive Officer had remained in the same council after the December 2012 local elections. Nine Councils were therefore identified for verification: Municipal Councils of Quatre Bornes, Vacoas-Phoenix, Beau Bassin-Rose Hill, Curepipe and Port Louis and District councils of Grand Port, Riviere du Rempart, Black River, Moka/Flacq.

The process involved councils reviewing their gender score-card (see Annex B 1) for any changes in the score that they were allocated at the previous summit. They had to score themselves for the past year then Gender Links scored them and an agreed score was negotiated. Councils had to collect as much testimonial evidence as possible e.g. Gender-sensitive housing policy, minutes showing their drive towards a gender responsive council. GL compiled institutional profiles of all the Councils (see example of Grand Port below). Progress in each council and supporting documents can be found on GL website.

Outcomes of the verification exercise	Outputs of the verification
<ol style="list-style-type: none"> <li>1. Verified councils had done exceptionally well in progressing with gender issues.</li> <li>2. Participants realised the need to be more gender sensitive in their service delivery.</li> <li>3. The verification process highlighted the need for councils to come up with more structured monitoring and evaluation tools to complement the existing tools.</li> <li>4. Capacitation of GFPs is a necessity as well as having gender inscribed in their job descriptions.</li> <li>5. Budget for gender activities must be clearly spelt out</li> </ol>	<ol style="list-style-type: none"> <li>1. GL collected a sizeable number of files in which councils had evidence of the actual work they were doing e.g. policies, budgets, minutes.</li> <li>2. Photography of COE work being done on the ground.</li> <li>3. Institutional Case studies for the 8 verified councils.</li> <li>4. Women in politics and changing lives accounts.</li> <li>5. Leaflets of materials used for projects</li> </ol>

#### A mapping of GL's local government action

Name of council	Good to excellent work (need to keep contact with them for improvement)	Moderate work needs improvement (A parallel programme to get level of motivation back)	Issues (councils are not interested in Gender work and they expressed that GL needs to work differently)
Port Louis MC			X
Beau Bassin/ Rose Hill MC			X
Quatre Bornes MC		x	
Vacoas/Phoenix MC	x		
Curepipe MC		x	
Riviere du Rempart		x	
Pamplemousses			X
Moka		x	
Flacq			X
Grand Port	x		
Savanne	x		

Through the COE process, nine councils and five village councils have gender action plans, which include gender based violence action plans. The on-the-job nature of the COE process has equipped gender focal persons and champions with skills to facilitate some of the COE workshops and to introduce peer to peer learning between councils. Gender mainstreaming is therefore firmly on the agenda of service delivery in these councils. An additional 30 village councils are being targeted in 2013 to bring to 47 the number of COEs in Mauritius. A challenge with the COE process roll out has been the incorporation of stage 6 (statement of



commitment) of the process which councils feel they have already affirmed through the Gender Action Plan. The summary of stages completed per council is as follows:

Council	COE stages									
	1	2	3	4	5	6	7	8	9	10
Curepipe	1	1	1	1	1	1	1	1	1	1
Beau-Bassin/Rose Hill	1	1	1	1	1	1	1	1	1	1
Quatre Bornes	1	1	1	1	1	1	1	1	1	1
Vacoas Phoenix	1	1	1	1	1	1	1	1	1	1
Port Louis	1	1	1	1	1		1	1		
Grand Port	1	1	1	1	1	1	1	1	1	1
Savanne	1	1	1	1	1	1	1	1	1	1
Riviere du Rempart	1	1	1	1	1	1	1	1	1	1
Pamplemousses	1	1	1	1	1	1	1	1	1	1
Black River	1	1	1	1	1	1	1	1	1	1
Flacq	1	1	1	1	1	1	1	1	1	1
Moka	1	1	1	1	1	1	1	1	1	1

With the political situation in the country and will all the stages that have been completed in the COEs, GL will work for this second semester on the backstopping and new strategy with the councils. There will be work done in Quatre Bornes, Curepipe, Riviere Du rempart and Moka, since they are the four councils that have potential to work together to bring about change.

Key to the programme in all SADC countries is the programme to end gender based violence. Although Mauritius is not a signatory the Southern African Development Community (SADC) Protocol on Gender and Development adopted by Heads of State in August 2008, Mauritius is implementing the 28 targets of the Protocol. This unique sub-regional instrument brings together all regional and international commitments to gender equality (including CEDAW and the Beijing Platform for Action). It enhances these commitments by setting 28 targets to be achieved by 2015. The SADC Gender Protocol is thus a roadmap for the attainment of MDG three – gender equality as the MDG targets also have a deadline of 2015. Two key targets of the SADC Gender Protocol include halving gender violence, and achieving gender parity in decision-making by 2015. The preliminary findings of the GBV research show that nearly a quarter of women in Mauritius have experienced some form of violence at some point in their lifetime, with varying degrees. This data provides compelling evidence for the work at local level on ending violence and empowering women. It also provides baseline data against which to measure progress.

#### **Gender Based Violence "War @ Home" Findings**

The Report was launched on 29<sup>th</sup> November 2012. About a quarter (24%) of women in Mauritius have experienced some form of gender-based violence in their lifetime including partner and non-partner violence. An almost similar proportion of men (23%) admit to perpetrating violence against women in their lifetime. One in twenty-five women (4%) experienced gender-based violence and a similar proportion of men (4%) perpetrated gender violence in the 12 months before the survey. In contrast, only 0.3% of Mauritian women reported domestic violence cases to the police in a similar period. Thus, the prevalence of intimate partner violence reported in the survey is 15 times higher than that reported to the Family Support Bureaux (FSBx) of the Ministry of Gender Equality, Child Development and Family Welfare. Rape is 11 times higher and sexual violence is 61 times higher than officially reported at the police. Most of the violence occurs within intimate relationships. Almost a quarter of ever-partnered women (23%) have experienced while

22% of men perpetrated Intimate Partner Violence (IPV) in their lifetime. Over 2016 – 2020 GL will endeavour to raise funds in order to update this research while augmenting it with the attitudes of both men and women on GBV.

### **The Entrepreneurship Programme**

In 2013, the COE programme was extended to include a life skills and entrepreneurship training and development programme for survivors of GBV in 10 councils in Mauritius. The entrepreneurship training is divided into three phases. The first inception or foundation phase introduces participants to life skills and business planning. Phase two then provides more in depth knowledge and information on growing or starting a business. The participant develops business ideas and plans through these 2 stages with the enhancement of their knowledge through the curriculum. Phase Three further develops agency and tracks progress through one on one assessment of business plans and the introduction of local resources to support the women in gaining further knowledge and opportunities through networking. To date since 2013, Mauritius has trained 200 survivors of GBV.

### **Goals and objectives (Anushka please revise this section to Align with Mauritius programme going forward)**

GL Mauritius goal is to strengthen the COE programme, encourage ownership and sustainability, and promote diversity and the human rights of all people. The objectives of the programme are as follows:

- 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.
- Strengthening existing COEs through training and backstopping. The support strategy will be geared towards strengthening and twinning of village and district councils for strengthening, peer learning and support for the maintaining of COE work and progress
- Completing COE programme in xx outstanding villages
- Upskilling councils in gathering evidence and documents sharing.

### **With specific emphasis on: (Please review this in line with your own if applies)**

### **Ownership and impact (Anushka please check for applicability to Mau)**

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 going forward in countries. Ownership of the process and implementation driven by key partners and stakeholders is important to achieve over time. Skills building and transfer are also essential for sustainability as is the interlinking of geographically placed councils for training, support and coaching through the twinning of more experiences and better resourced councils and villages. Gender mainstreaming needs to also be embedded in all government structures and ministries at local, provincial and national levels. This will to help sustain weaker Councils and develop stronger links and support between the councils to undertake the COE work. By having people trained within councils it becomes possible and also easier to sustain the COE activities and hold partners accountable for ensuring the cascading and ownership of the COE process. This is to ensure that capacity is retained at the local level to support local councils in gender mainstreaming work when the project phases out.

### **Achievements (Hi please check and complete – thanks)**

### **These may be summarised as:**

- 12 councils have completed the COE process
- XX councils have gender action plans and are implementing them.
- GL saved xxxxx rupees in 2014 as a result of contributions made by Councils to the COE process.
- Mauritius has hosted a successful national SADC Gender Protoco@work summit in 2015
- 200 women have completed the three phase life skills and entrepreneurship programme in ten councils. Twenty shared their business plans at the 2015 National summit

### ***Quota for women in local government***

#### **Zimbabwe learns from Mauritius' local quota**

UNWOMEN, Gender Links, and the Ministry of Local Government collaborated in a study visit for senior Zimbabwean government officials to Mauritius in May 2014. The success of Mauritius in increasing women's representation from 6% to 26% in one election at local level in December 2012 is significant because this was the first time in the SADC region that a quota has been applied in the FPTP system *without seats being reserved for women*. The only way to get such a quota to work is to field women in safe seats, and build their capacity to be able to run successfully for office.

Erica Jones, Principal Director in the Ministry of Local Government, Public Works and National Housing, who led the delegation, noted that with 16% women, Zimbabwe is a long way from achieving 50%. The delegation comprised Ministry of Local Government officials who will be responsible for the implementation of the law; the Ministry of Women Affairs, Ministry of Justice who will initiate the law and the Electoral Commission.

The specific provision of a quota for women in parliament in Article 124 (b) of the Zimbabwean Constitution is one of several substantive gains in line with the SADC Protocol on Gender and Development. Given the importance of local government to women's everyday lives, it is unfortunate that the quota does not extend to this level. Article 17 b I of the Constitution states: "Both genders are equally represented in all institutions and agencies of government at every level." This opens the door for a quota for women in local government in the electoral law, if not in the Constitution, a demand being made by the Women in Local Government Forum.

Mauritian local government officials explained that the passing of the Local Government Act in 2011 is an example that shows the SADC Gender Protocol at work. The Act requires that political parties field a minimum of one-third of candidates of either sex for the municipal and village council elections. They explained that this is no guarantee that they will win: for example in the last election, the proportion of women (26%) is less than one third. However, advocacy and capacity building helped to narrow the gap between women candidates and women elected.

As a result of the study visit, a submission has already been sent to the Electoral Commission on an amendment to the Local Government Act to include a quota for women in local government as part of the alignment of laws with the new Constitution, in particular Article 17. Progress in this direction will significantly increase chances for further improved SDGI scores and one more country with quotas not only at national but also at local government.

### **Partnerships**

It is not possible for GL to implement programmatic work without the cooperation and support of partners. The following table summarises the partnership arrangements in

Mauritius: (Anushka please complete this – this is the Lesotho table to give you guidance - thanks)

AREA OF WORK	PARTNER	EXAMPLES OF COLLABORATION	HOW THIS WILL BE BUILT ON
<b>Violence against women Baseline study</b>	MGYSR	MGYSR officials supervised research in all ten Districts of Lesotho. The Ministry also issued a circular to all districts to ensure that the researchers could carry out their duties without hindrance	Review of National Action Plan to end Gender Based Violence to incorporate the findings of the study.
	The Bureau of Statistics(BOS)	The Bureau of Statistics (BOS) in Lesotho provided guidance with the sampling and provision of area maps and quality assurance over data collection.	
	Lesotho Local councils	They assisted in collection of personal accounts of GBV survivors in the VAW Baseline Study.	Advocacy campaigns on the findings of the VAW baseline study Assist councils to draw plans aimed at reducing GBV.
<b>Alliance work</b>	WLSA	WLSA works on the capacity building for women in local government that includes training and partner exchanges. WLSA collaborating with GL embarked on nationwide community meetings to popularise the SADC Gender Protocol and to produce the annual SADC Gender Protocol Barometer	Use the gains made in Phase One, especially Article 17, to make the case for a legislated quota for women in local government in 2016.
<b>Gender and Local Government COE work</b>	Ministry of Local Government and Chieftaincy	Getting buy-in for the COE process. GL has held several meeting with the council secretaries that works on gender budgeting at the local level on synergies between this approach and the COE model	Capacity building for women in local government.
	Ministry of Gender and Youth, Sports and Recreation	GL Lesotho signed an MOU with the Ministry of Gender and Youth, Sports and Recreation, in 2012 in cascading the COE process.	GL will train members of the two ministries to run the COE process in the new councils and backstop work in 50 councils.



The visit at Mare Chicose

### **Study Visit in Grand port for all the councils in Mauritius and something that needs to be repeated**

Gender Links believes it is important to promote learning and sharing of the good practices between all localities of Mauritius.

This first workshop in Grand Port DC is a pilot project, and will be cascaded in all other eleven Councils of the region.

The key activities during the study visit included

- Conducting presentations on best practices of all the councils,
- A site visit to the land fill in the

Indian Ocean known as Mare Chicose,

- A visit to a woman entrepreneur who is producing mushroom and training women how to get into that line of business.
- Understand the impact of the council's efforts in the communities.
- Grand Port show cased the practical impact of the programme in various aspects including institutional good governance, environment and media to name a few, through the following lenses:
  - Green and clean Mauritius - projects in place to reduce the impact of climate change and working with the national project Maurice Ile Durable
  - Raising the standard of living and improving the quality of life of people of the region of Grand Port with a particular attention to the Mare Chicose case
  - Ending gender-based violence
  - Taking stock and turn up the pressure for implementation and accountability in the final count- down to 2015 for implementing the SADC Gender Protocol on Gender and Development.
  - Making use of the upcoming elections in the SADC region to demand women's equality.
  - Lobbying for a strong post 2015 SADC Gender Protocol that incorporates missing areas such as sustainable development, and strengthens the commitment to women's rights.

### **RESULTS FOR CHANGE (Please check for relevance to Mau)**

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.

<b>M and E for the COE programme</b>			
<b>ACTION</b>	<b>What is involved</b>	<b>By who</b>	<b>When</b>
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 (August)
COE verification – Gender Score Card (GSC)	Councils score themselves against 25 institutional gender indicators and use these to benchmark	Country Manager, M and E Officer	Annually in March

<b>M and E for the COE programme</b>			
<b>ACTION</b>	<b>What is involved</b>	<b>By who</b>	<b>When</b>
	progress		
Drivers of change profiles; Changing Lives Analysis	Qualitative evidence of impact at individual level		Ongoing
GBV indicators research – Gender Progress Score (GPS)	Local GBV level prevalence and attitude survey		Beginning and end of the programme
I Stories	The administration of personal accounts of GBV		Beginning and end of the enterprise programme
Gender Empowerment Index	Survivors of GBV complete to assess views on gender, relationships, GBV and enterprise.		Before and after training of enterprise 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

### **Details of the Justice Programme in Mauritius 2016 – 2020**

Gender Links' Gender Justice Programme has significantly developed since the organisation's inception in 2001, deepening its focus and making significant strides in contributing to knowledge production in the area of gender based violence. [Click here](#) for an overview of the programme in the latest annual report.

From an initial focus on intensifying strategic communications training to building sustainable campaigns, GL has gone on to provide technical assistance to several SADC countries to develop National Action Plans to End Gender Based Violence. Through the programme GL has piloted a comprehensive set of indicators to measure violence against women. This work is achieved within the overall GL approach involving research, advocacy, developing policy and action plans and training. During the 16 Days of Activism, GL hosts and facilitates cyber dialogues – online discussions – designed and intended to mobilise people across the region to participate in online discussions about GBV and gender equality. Over the years GL has demonstrated a commitment to gender justice and equality by efforts to create opportunities and provide spaces for survivors of all forms of gender violence to speak out, participate in various conversations and document their experiences through I-

Stories – *"healing through writing"*. In March 2011 the Justice Programme commissioned a set of these stories from individuals involved in caring for people living with HIV and AIDS (PLWHA). The Care Work "I" Stories were written during a regional meeting held in March to take stock of progress on the recognition and regulation of care work across the region. Through the Justice portfolio the Care Work Cluster within the Southern Africa Gender Protocol Alliance will be expanded in order to take forward efforts on the gaps and opportunities identified through the taking stock process. In late 2011 a care work module will be included in the Centres of Excellence for Gender Mainstreaming in Local Government in an effort to make effective links in this area at local levels.

- Profile and affirm the work of media and local government Gender Centres of Excellence and create synergies between their efforts.
- Building linkages between the media and local government work on the ground as part of the broader objective of gender responsive governance and accountability, and developing a critical citizenry around the SADC Gender Protocol and the MDGs.
- Developing strategic partnerships and networking opportunities.
- Strengthening the gender movement from local, national, regional to international levels.

During this two day residential workshop, the ten localities present had extensive discussion on their best practices and they came up with new ideas on how to improve their councils and communities from a gender perspective.

### ***Performance of councils***

<b>COE Councils</b>	<b>Baseline Scores (2010/2011)</b>	<b>Progress Scores (2015)</b>
Black River	72%	86% (2014)
Flacq	60%	64%
Grand Port	60%	82%
Moka	60%	85% (2014)
Riviere du Rempart	32%	20%
Savanne	60%	65% (2014)
Vacoas Phoenix	54%	84%

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.

### **Entrepreneurship Programme**

GL is in the process of training GBV survivors on entrepreneurship in hundreds of councils in ten countries and link them to local economic development. Through the entrepreneurship training GL is testing the hypothesis that economic empowerment will increase women's agency and self-realisation thereby increasing their ability to negotiate safe relationships or to leave abusive relationships. The training will focus on a combination of:

- Life skills including confidence building; writing; public speaking; decision making.
- Business skills such as IT; developing business plans and applying for tenders.
- Networking such as developing joint proposals; working as collective to access tenders from local government.
- Participants will write their personal accounts or "I" stories at the inception and conclusion of the project as one ways of documenting the changes in their lives through the training and related activities.

### **Objectives**

The purpose of the training is as follows:



- To increase women's agency and independence empowering them to participate fully in all aspects of their personal and public lives.
- To explore and document the link between economic empowerment and GBV.
- To link women in the communities with local economic opportunities in the COE councils in ten Southern African countries.
- Create agency and improve GBV survivor's economic status.

## GL Mauritius Programme focus 2016-2020

### Gender Links Mauritius training academy

#### 2016-2020 Planned Training

Gender Mainstreaming training in private and public organisation (manual is designed for individual needs)

Leadership development with the gender lenses

Personal and professional development

Entrepreneurship training and socio economic development

Training of women in politics

#### Alliance – Post 2015 SADC Gender Protocol

- Strengthen the work of the Alliance through the network; raise awareness on the Post-2015 SADC Gender
- Measure progress towards the SADC Protocol on Gender and Development and SDG 5 through research and publication of the Mauritius Annual Barometer.
- Hold district and national SADC Gender Protocol@Work summits to gather and share good practices.

#### Governance & Economic Justice

- More work will be done with the councils and this will happen through study and learning/Knowledge sharing and reiterate the importance of Gender Mainstreaming in the council
- Support the 150 survivors of GBV who have been trained as entrepreneurs; expand this programme to the families.
- Proposal for a two-year renewable programme for the socio-economic empowerment of 50 families (parents and children) to come out of poverty.
- Strengthen linkages to sources of mentorship and support.
- Amplify Change - Changing attitudes, perceptions and policies on LGBTI in Mauritius. The main objective of the proposal is to advocate for the removal of all discrimination and stigma against LGBTI persons through a twin local and national action campaign for the removal of Section 250 from the Act, training and action planning at local council level.
- Conduct a second Violence Against Women (VAW) Indicator's Research in the country as the first one needs revamping
- Conducted active advocacy campaigns on ending Gender Based Violence (GBV) in schools, universities, women associations, private sector

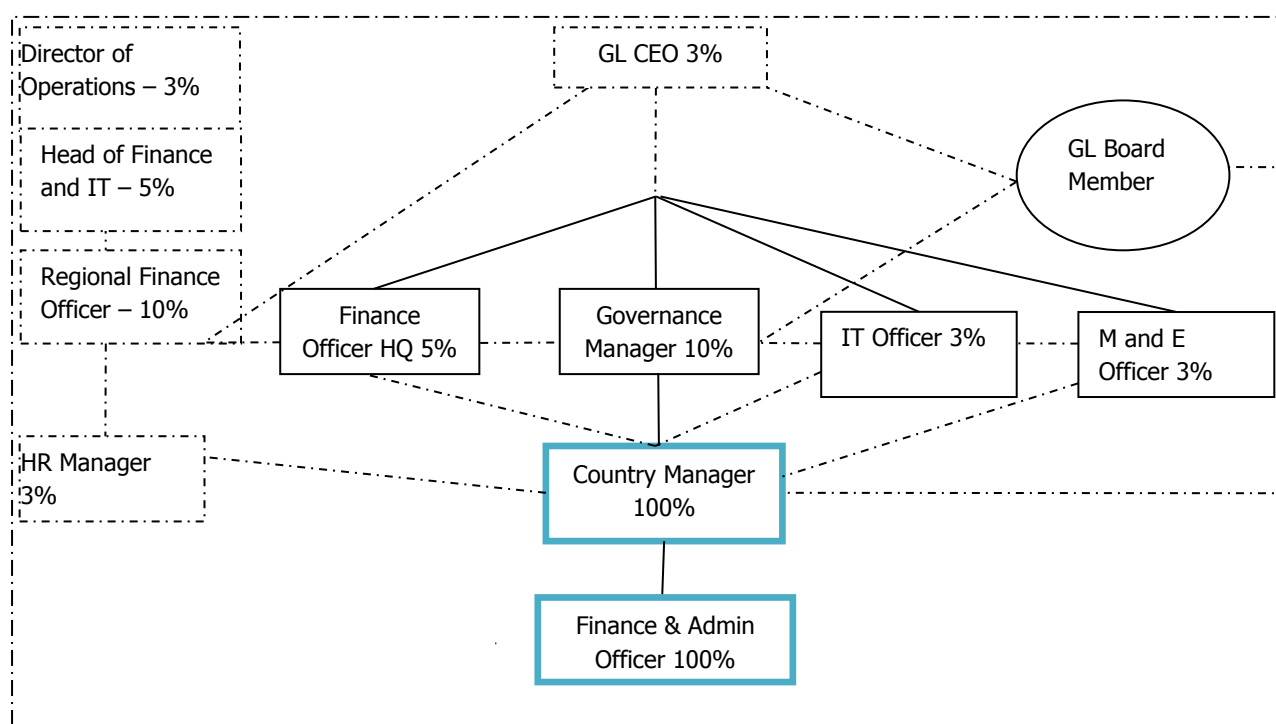
#### Media

- Strengthen work with media training institutions through the Gender and Media Diversity Centre, and the Global Alliance on Gender and the Media.
- The Media programme will conduct several workshops aimed at eliminating gender discrimination in and through the media. This will include the dissemination of the Gender and Media Progress Study (GMPS), which will be used as a tool to identify the gender deficit in Media houses.

#### GL Mauritius Institutional Priorities 2016-2010

- Strengthen measurement and documenting of results.
- Grow and diversify our funding base.
- Strengthen and Innovate on our internal capacity to deliver.

## Institutional Effectiveness



The Gender Justice and Local Government programme is implemented by the GL Mauritius office under the leadership of the country manager. The country manager is supported by a finance and Admin officer who also looks after monitoring and evaluation

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.

## Risk analysis

RISKS	MITIGATION
<b>EXTERNAL</b>	
With LG elections in Municipalities and General election, there are new leaders in place and they either don't know GL's work or have categorically said that they have more important issues.	Networking and study visits that will be done to get the connections back
Funding for the 5 years to come.	Need to diversify the funding base <ul style="list-style-type: none"> <li>Private sector including Corporate Social Responsibility (CSR)</li> <li>The Government of Mauritius has established a policy with the overall objective of mandating registered companies to pay 2% of their book profit towards programmes that contribute to the social and environmental development of the country.</li> <li>Services on a commercial basis</li> </ul>

RISKS	MITIGATION
<b>INTERNAL</b>	
Inadequate staffing of the GL Office: there are presently 2 interns and the best case scenario is to have the country Manager and a programme/finance officer	Funding applications have been sent to various stakeholders and this is the only way GL Mauritius will be able to have a programme/finance officer

## SUSTAINABILITY

Key sustainability measures may be summarised as:

- Working with and building the capacity of the Alliance/network group as the key driver of change.
- Strengthening the existing, and training new Gender Focal Persons and Champions in schools, universities, private organisation and CoEs.
- Regular Knowledge sharing workshops for CoEs
- Have a good marketing plan for the GL Mauritius Training academy
- 3 training courses per month with a minimum of 10 people
- GL Mauritius has to do paid lectures in Universities and private colleges
- Possibility of Gender Mainstreaming in private organisation
- Enriching and enhancing the framework for gender responsive governance provided by the COE model through flagship projects for ending gender violence and entrepreneurship training.
- Continuing to nurture high level, multi-party political support for the programme from the parent ministries, local government associations, the Alliance and civil society partners.
- Continue contacting potential funders

## Funding

Over the next period, GL Mauritius main challenge will be to grow and diversify its funding base. This will be achieved through a series of donor meetings as well as seeking innovative partnerships with the business community by leveraging on existing CSR legislation. The following section provides an overview of the corporate fundraising initiative to be pursued over 2016-2010.

Since the GL Mauritius operational budget including salaries runs at around ZAR 940,000 per annum, it is highly plausible that with concerted fundraising efforts, GL can expect to fund 50% of its operational budget from private fundraising by leveraging on the existing legislative framework which compels companies to make mandatory CSR contributions at a minimum of 2% of taxable profits. *(Note: tax rate in Mauritius is a flat rate of 15%, the 2% CSR is over and above the 15%)*

## Future Potential

On a conservative estimate, GL could expect funding to the level of Rs 150,000 (ZAR 58,000) from each targeted company. The table below gives an indication of the potential:

<b>Number donors</b>	<b>Amount in MUR per Rs 150,000 donor</b>	<b>Equivalent ZAR amount (at Oct 2015 rate)</b>
25	Rs 3.5 m	R 1.4 m
50	Rs 7.5 m	R 2.9 m
100	Rs 15 m	R 5.8 m

Given that the total annual GL Mauritius budget currently stands at around Mauritius Rs 2.5 m, it is clear that there is a clear potential of securing the required funds through focused

and targeted fundraising efforts. Working towards enhanced efficiency of funds for greater impact, GL will continue to:

- Implement best practice procurement practices through the updating of the suppliers data base and ensuring competition in all major purchases.
- Pursue smart partnerships that result in sharing of expenses and in-kind support.
- Use the cascading strategy to enhance economy, efficiency, effectiveness through transferring ownership of the programme to the gender and local government ministries.
- Decentralise the staff structure to reduce travel costs and ensure more effective day-to-day backstopping on the ground.
- Plan efficiently using MS Project to ensure maximum synergies in programming.
- Implement rigorous accounting systems and oversight through Pastel Evolution.
- Implement a strict Anti-Corruption Policy.
- Develop funding proposals aligned to private sector objectives and guidelines

### **Diversification**

GL Mauritius is looking into new ways of getting funding.

- Project proposals have been sent to various organisations
- Call for proposal have been filled
- The training Academy should be launched and a good marketing tool should be used

### **BUDGET AND VALUE FOR MONEY**

The table that follows provides a summary of the proposed budget, including contributions by other donors. A detailed budget is contained in the attached excel spread sheet. The summary shows that GL is requesting \$ 1 740 668 from the Swedish Embassy. The breakdown shows that 80% of this will go to programmes; 9% to support staff; 7% to operational costs; 1% to capital costs and 3% to monitoring and evaluation. These proportions are consistent with GL's overall budget and with good financial practise.

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

- Good procurement practices through the updating of the suppliers data base and ensuring competition in all major purchases.
- Smart partnerships that result in sharing of expenses and in-kind support.
- The cascading strategy which will enhance economy, efficiency, effectiveness through transferring ownership of the programme to the gender and local government ministries.
- Decentralising the staff structure to reduce travel costs and ensure more effective day-to-day backstopping on the ground.
- Strong planning using MS Project to ensure maximum synergies in programming.
- Strong accounting systems and oversight through Pastel Evolution.
- Vigorous implementation of the Anti-Corruption Policy.

Activity	Amount MUR annual	Amount Rand annual
Salaries and mileage	1,800,000	734,693
Operational cost	499,800	204,000
<b>Total</b>	<b>2,299,800</b>	<b>938,693</b>

**Annex A: Beneficiary analysis ( I will do this for you)**

## Annex B: SWOT analysis

### GL Mauritius SWOT 2015



	Strengths	Challenges	Opportunities	Actions
<b>EXTERNAL</b>				
Political environment	General election was in Dec 2014 and we have stable political environment	The ministers are not Gender aware and Gender topics are not their priority	Good relationship with staff and find new innovative possibilities	Contact each ministry and get their buy in on one activity that would suit them
Economic environment	A stable economy Middle income	Lack of funding from international companies	CSR funds and private and offshore business	Contact companies and explain GL work
<b>GL Programmes</b>				
Alliance	A good partnership	Hard to get people together in one forum	Need to invite new members	Have someone onboard to look after Alliance
Media	Help is always there when we ask. A lot of inkind support	Media houses like L'express and le Mauricien can be hard to get data	Go to other media houses and look at the COE stages	Contact media trust
Governance – 50/50	Symposium and networking group exists	Lack of commitment	Have regular meetings and link them with Alliance	Have someone onboard to look after Alliance and 50/50
Gender and local government	Good working	Municipal councils need to boost the networking	Touch base with the Municipal councils	Knowledge sharing workshop



	Strengths	Challenges	Opportunities	Actions
COEs	relationship with district councils			
Justice	Good working relation with schools, universities	Funding for the next War @ home which is long overdue	16 days campaign should be more of a bang	Work with the network to have a recurring 16 days for life campaign
Entrepreneurship	75% of the women trained are working and are empowered	Funding for a next training is a huge challenge	CSR funding money	A socio economic project that need to be funded
<b>Results for Change</b>	Good Mand E tool to measure change	Time consuming specially when there is no staff	Interns have been trained	Recruit a programme/finance officer
<b>INTERNAL</b>				
<b>Corporate governance</b>	All the paperwork are up to date and an auditor too	GL registered as a private business	Change the status	To find out with Registrar
<b>Finance</b>	All finance are kept well and pastel is a great tool	Remote connection not always easy to work with Need to find more money for the next 5 years	Relook at bandwidth. Fundraising is key	Contacting funders and shoing the GL portfolio
<b>Human resources</b>	One full time staff and 2 interns.	One intern has been trained in SA and cannot renew her internship as we have reached the maximum time as an intern	Have enough funds and projects to have the intern as a programme/finance officer	Sent business case to HQ
<b>Offices</b>	Small office	A large open space and can be a		Might be good to put

	Strengths	Challenges	Opportunities	Actions
	with a large foot print	problem for confidentiality		a door
<b>IT</b>	The sharepoint a plus. Google hangout just great	People put documents everywhere and same documents are asked on several occasions	Phone should not be used, internet should be enough to communicate	Use more skype, google hangout and Lyncs

## Annex C: Intervention logic (Hi please convert this to Mau please)

To contribute to the attainment of gender equality and ending of gender violence in Madagascar in accordance with the provisions of the Post-2015 SADC Protocol on Gender and Development.			
SPECIFIC OBJECTIVES 			
1) 1. To increase women’s effective participation in local government through a campaign for a legislated quota in local government		2. To enhance gender responsive governance through COEs in two thirds of urban and rural councils.	
OUTCOMES 			
1. A <b>legislated quota</b> for women in local government through the 50/50 campaign ahead of the 2020 local and national elections.	2. Women’s <b>effective participation</b> enhanced through lobbying and advocacy on leadership and gender analysis skills.	3. <b>Gender responsive governance and accountability</b> enhanced through all of Madagascar districts becoming Centres of Excellence for Gender in Local Government.	4. <b>Sustainability</b> enhanced through capacity building of Gender Focal Points within the 119 districts backstopping of the process to the gender and local government ministries.
OUTPUTS			
1.1 Records of 50/50 campaigns and their impact in 119 districts.	2.1 Partner members trained in lobbying and advocacy.	3.1 Reporting, verification and summit entries of activates in councils.	4.1 119 GFP plus 119 officials from councils and Ministry of Gender trained, a
1.2 Records of strategy and lobbying meetings.	2.2 100 x Drivers of Change profiles	3.2 119 x Gender Score Cards and learning paper each year.	4.2 Manual and action plan for backstopping of COE process by ministries.

**Annex B: Gender representation in COE Councils in NAME OF COUNTRY (I will convert this to required format for Annex A)**

List all COE and gender representation in councils at July 2015

**Analysis of Mauritius Local Government Gender mainstreaming work 2014**

	<b>Council</b>	<b>Populati on</b>	<b>% of femal e coun cillors</b>	<b>% wome n emplo yees</b>	<b>% wom en mana gers</b>	<b>Base line scor e</b>	<b>Prog ress scor e</b>	<b>Judges score</b>	<b>Gender structures examples</b>	<b>Gen der acti on pla n</b>	<b>Exempl es of gender specific progra mmes</b>	<b>Exempl es of gender mainstr eamed in progra mmes</b>	<b>Gender specific budget allocati ons exampl es</b>	<b>Gender mainstr eamed in budgets - example s</b>
1	Beau-Bassin/Rose Hill	110,363	33.3%  (9% - before New Act)	23%	16.5 %	56%	65%	Did not present at Summit	Gender Focal Person/Gender Champions	Yes	Economic Empowerment of women Cyberdialogue	16 days of activism Increase of women councillors	Rs 50,000	Rs 50000
2	Black	70,046	21%	21.3%	25%	72%	77%	68%	Gender	Yes	Cyber	16 days	Rs	Rs 75000

	Council	Population	% of female councillors	% women employees	% women managers	Baseline score	Progress score	Judges score	Gender structures examples	Gender action plan	Examples of gender specific programmes	Examples of gender mainstreamed in programmes	Gender specific budget allocations examples	Gender mainstreamed in budgets - examples
	River		(14% before New Act)						Focal Person/Gender Champions/ Gender Steering Committee		dialogues to raise GBV awareness. Mushroom planting Recycling project on waste materials .	of activism Increase of women councillors Council buildings being upgraded to accommodate people living with disabilities	50000	
3	Curepipe	84,200	47% (18% before new act)	12.5%	33.3 %	82%	79%	71.7%	Gender Focal Person/Gender Champions/ Gender	Yes	Climate change Cyberdialogue Hotlines	16 days of activism Increase of women	yes	yes

	Council	Population	% of female councillors	% women employees	% women managers	Baseline score	Progress score	Judges score	Gender structures examples	Gender action plan	Examples of gender specific programmes	Examples of gender mainstreamed in programmes	Gender specific budget allocations examples	Gender mainstreamed in budgets - examples
									Steering Committee			councillors Council Places for women in markets		
4	Moka	81,288	6% (4% with Flacq before Act)			60%	77%	Did not present at Summit	Gender Focal Person/Gender Champions	Yes	Economic empowerment of women	Breaking stereotypes in sports	Rs50000	Rs 50000
5	Grand Port	115,391	11.% (6% with Savanne before Act)	17.8%	33.3 %	63%	97%	77%	Gender Focal Person/Gender Champions/ Gender Steering Committee	Yes	Economic Empowerment of women Cyberdialogue Compost bins	16 days of activism Increase of women councillors Council Places for	Rs 75000	Rs50000

	Council	Population	% of female councillors	% women employees	% women managers	Base line score	Progress score	Judges score	Gender structures examples	Gender action plan	Examples of gender specific programmes	Examples of gender mainstreamed in programmes	Gender specific budget allocations examples	Gender mainstreamed in budgets - examples
												women in markets Climate change		
6	Pam/Riv.d u R	138,339	10% (6% with R.dR before Act)	15.8%	50%	29%	42%	27.7%	Gender Focal Person/Gender Champions	Yes	Education of women		Rs50000	Rs50000
7	Port Louis	155,226	25% (9% before New Act)	17.6 %	27.6 %	47%	NA	NA	Gender Focal person	Yes	Clean-up campaign Climate change	Climate Change	Rs 30000	Rs 30000
8	Quatre Bornes	90,810	53% (17% before New Act)	15.1%	21.4 %	63%	69%	Did not present at Summit	Gender focal person	Yes	Bins to all households	LED Programme on gender for the year	Rs10000	Rs20000
9	Vacoas-Phoenix	105,559	28% (8% before	15.2 %		54%	69%	60.7%	Gender Focal Person/Gen	Yes	Compost bins LED	Compost bins LED	Rs 65000	Rs30000



	Council	Populati on	% of femal e coun cillors	% wome n emplo yees	% wom en mana gers	Base line scor e	Prog ress scor e	Judges score	Gender structures examples	Gen der acti on pla n	Exempl es of gender specific progra mmes	Exempl es of gender mainstr eamed in progra mmes	Gender specific budget allocati ons exampl es	Gender mainstr eamed in budgets - example s
			New Act)						der Champions		Climate change	Climate change Rain water harvestin g		
	<b>Total</b>			<b>138 %</b>	<b>207.1 %</b>	<b>526 %</b>	<b>575 %</b>	<b>305.1 %</b>						
	<b>Average of 9 councils</b>		<b>26.1 %</b>	<b>17.3 %(8 council s)</b>	<b>29.6 % (7 council s)</b>	<b>58.4 %</b>	<b>71.9 % (7 council s)</b>	<b>61% (5 councils )</b>						